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ABSTRACT

Descriptions of 238 hospital payroll jobs are based on a job analysis study of all jobs within specified departments of 27 hospitals, and are intended for use of public employment offices and as a source of occupational information for hospital personnel administrators. Under major sections corresponding to the hospital divisions of Administration, Professional Care, and Plant Operation and Maintenance, a total of 29 individual departments are arranged in alphabetical order. The description of each department defines the function and purposes of that department, lines of authority, relationship with other groups, organizational chart, and other information. Following each description are discussions of the jobs in that department, outlining: (1) job duties, (2) machines, tools, equipment, and work aids needed to perform the job, (3) education, training, and experience, (4) worker traits, (5) job relationships, and (6) professional affiliation. (SB)

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JOB DESCRIPTIONS
and
# ORGANIZATIONAL ANALYSIS
for
HOSPITALS
and
RELATED HEALTH SERVICES

Revised Edition

U.S. DEPARTMENT OF LABOR
Manpower Administration

VT014145

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JOB DESCRIPTIONS
and
ORGANIZATIONAL ANALYSIS
for
HOSPITALS
and
RELATED HEALTH SERVICES

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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Prepared in Cooperation With
THE AMERICAN HOSPITAL ASSOCIATION

UNITED STATES DEPARTMENT OF LABOR
J. D. HODGSON, *Secretary*
MANPOWER ADMINISTRATION
U. S. Training and Employment Service

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SPECIAL NOTICE

This volume has been prepared by the U. S. Training and Employment Service in cooperation with the American Hospital Association, primarily for the use of public employment offices and as a source of occupational information for hospital personnel administrators.

Each job description has been compiled from a number of different sources and therefore describes the occupation in a generalized, composite form. Consequently, no description can be expected to coincide exactly with any specific job in a particular establishment or in a particular locality. To be of greatest use, the descriptions should be supplemented by local information concerning the specific jobs in the community.

The U. S. Training and Employment Service has no responsibility for the settling of jurisdictional matters or the setting of wages and hours. In the preparation of job descriptions, no facts concerning such matters were collected. It should be clearly understood, therefore, that because of their nature, job descriptions published by the U. S. Training and Employment Service cannot be considered standards for the determination of hours, wages, or jurisdictional matters.

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Foreword

The need for uniformity of hospital organizational structure, and of job titles and the functions to which those titles refer, continues to exist. However, the variables—size, control, location, objectives, physical plant, type of assignment, and a number of other factors—existing among hospitals throughout the country make it extremely difficult to attain standardization or for any single study to fit the needs of every hospital.

Because of the difficulties inherent in preparing and determining job titles and job descriptions, many attempts to do so have been unsuccessful in that they have failed to answer adequately the need for information about hospital jobs and hospital functions. This compilation, which replaces the one published in 1952, marks the first successful attempt to complete and publish a definitive study in the field.

Since 1952, both the organizational structure and the functions performed in hospitals have changed dramatically to met new and improved developments and thinking in the field. These changes prompted the present revision and updating of this volume. Because of rapidly changing concepts of the role of hospitals in providing health care services, further revisions will doubtlessly be necessary from time to time.

This publication represents a notable contribution to hospital literature and, while not totally answering the need for standardization, will serve as a guide to hospitals in developing organizational patterns and in allocating functional responsibilities. It can serve as a pattern against which a hospital representative may review and compare his institution's work assignments—both internally and with other hospitals. The information will be helpful in comparing job titles and the duties performed under these titles. Other uses, outlined in the introduction, may be made of this volume.

It is hoped that hospitals, schools, colleges and universities, employment officers, libraries, and related groups not only will find this document valuable to them, but also will assist in future revision by forwarding comments and suggestions designed to make the data more current and reflective of the national scene.

We are pleased to have collaborated in the preparation of both the original study and this revision.

MARKE BERKE
President, American Hospital Association.

Preface

Great strides in medical research, technological aids to diagnosis and treatment, extension of hospital and health insurance plans (including the Medicare and Medicaid programs), and the expansion of a more health conscious population, along with higher per capita income, have made health services one of the fastest growing sectors of the economy. As a result, chronic shortages of medical and health personnel have been intensified despite the training of new health personnel, which has not proceeded fast enough.

This revision of *Job Descriptions and Organizational Analysis for Hospitals and Related Health Services* (hereafter referred to as *Hospital Job Descriptions*) has been prepared by the U.S. Training and Employment Service of the Manpower Administration in collaboration with the American Hospital Association to fill the need for basic job information pertaining to hospital and related health service occupations.

The original edition, published in 1952, proved to be a useful tool by providing reliable occupational information for hospital administration, for management at various levels, and for personnel of the public employment service—all of whom used it in their placement, counseling, and related activities. These activities included recruitment, interviewing, referral, job and employee evaluation, training, and utilization of hospital workers.

Since 1952, numerous changes have taken place in job content, performance requirements, and responsibilities. In addition, new jobs have emerged. These changes and additions are due largely to increased knowledge and technological advances. Passage of legislation, such as the Manpower Development and Training Act, has expanded resources in health manpower. These factors combine to emphasize the urgent need for current information about hospital occupations. Also, this type of occupational information is sought by high school and college guidance counselors in assisting young people to plan study courses and research projects; librarians need it to support and supplement other job information on library shelves; and vocational counselors use it to set up training courses in health occupations, both for school systems and the many subsidized training and assistance programs throughout the country.

A number of factors combine to account for the rapid growth of the health service industry. The growing affluence of our society has been accompanied by greater demand for high-quality health care. The expansion of health insurance coverage has helped to finance this care—a large majority of Americans currently have at least some coverage under health insurance plans. The population explosion has had its effect. Government subsidies for hospital construction have raised manpower requirements. A significant increase of older and younger people in the population has added to the demand for health services, as has the rapid growth of the research and development sector of the industry. Additional demand has resulted from the expansion of health services for low-income persons under the Economic Opportunity Act and the current increase for military and veteran health services. Finally a major expansion in the number, the capacity, and the type of services of nursing homes has sharply increased requirements. And it appears that these demands will continue to mount over the next decade.

Approximately 3.7 million persons are now engaged in health services, 2.4 million of whom are employed in hospitals. Projections for 1975 indicate that jobs in health services will increase to 5.5 million, 3.4 million of which will be in hospitals. Accordingly in 1975, hospital employment of health service personnel will have increased an estimated 40 percent over the current level of employment. This increase will be reflected in every hospital health service occupation, ranging from an estimated 5-percent increase in pharmacists to an estimated 50-percent increase in attendants and nurses.

Most people tend to think of health services in terms of doctors, dentists, and nurses. It is true that this highly trained core of professionals is a key element of the health service work force. But they account for little more than a third of total health service personnel. The other two-thirds is composed mainly of practical nurses, attendants, and nurse aides; technicians and therapists skilled in X-ray and laboratory procedures, rehabilitative treatments, and other specialities; and a wide range of supportive personnel concerned with recordkeeping, administration, food handling, supplies, housekeeping, maintenance, and related tasks. These jobs range from unskilled labor to highly skilled professionals, and they constitute a dynamic element in the total work force.

Proper utilization of these workers' skills is essential both to the quality of the services rendered by the hospitals and to the morale and efficiency of the employees. The data in this volume will provide the basic occupational information about hospital jobs and hospital functions that is essential to effective personnel administration and to the solution of the manpower problems facing hospitals and other health services.

Advances in medical science and health technology are bringing about constant changes in the kinds of work done by health workers and the emergence of many new jobs. Such changes are altering traditional occupational patterns in the health service industry and are reflected in this volume.

Some of the new jobs added in a large number of hospitals since 1952 include inhalation therapist, communications coordinator, medical-record technician, cathetherization technician, dialysis technician, audiologist, speech pathologist, therapy technician, director of staff development, heart-lung machine operator, surgical technician, specialized therapists, and jobs dealing with radioactive materials.

This study will contribute substantially toward the development of standards for job titles and duties in the hospital and releated health service fields. The proper use of this information, with whatever modifications are necessary to reflect the individuality of specific organizations, will inevitably result in more objective decisions relating to a variety of personnel matters. Moreover, the understanding of mutual problems which results from such utilization will necessarily increase the effectiveness of the relationship between hospitals and their community employment service offices.

Contributions to this revision came from many sources. The primary source data were obtained through job analysis—studying the jobs in hospitals. For this information, we should like to thank the staffs of the occupational analysis field centers of State employment security agencies in the following States: California at Los Angeles; Michigan at Detroit; Missouri at St. Louis; New Jersey at Bloomfield; North Carolina at Raleigh; Texas at Austin; Washington at Seattle; and Wisconsin at Madison. Special appreciation goes to the staffs of the following hospitals who cooperated with the occupational analysts from the field centers in their areas:

California

- Cedars-Sinai Medical Center—Mount Sinai Division at Los Angeles
- Crenshaw Center Hospital at Los Angeles
- Glendale Sanitarium and Hospital at Glendale

Memorial Hospital of Long Beach
St. Luke's Hospital at Pasadena

Michigan
- Crittenton General Hospital at Detroit
- Harper Hospital at Detroit
- Mount Carmel Mercy Hospital at Detroit
- Park Community Hospital at Detroit

Missouri
- Deaconess Hospital at St. Louis
- Faith Hospital at St. Louis
- Jewish Hospital of St. Louis

New Jersey
- Cherry Hill Hospital at Cherry Hill
- Hunterdon Medical Center at Flemington
- Metropolitan Hospital at Philadelphia
- Princeton Hospital at Princeton
- United Hospitals of Newark

North Carolina
- Memorial Hospital of Wake County

Texas
- University of Texas M.D. Anderson Hospital at Houston

Washington
- Children's Medical Hospital at Seattle
- St. Luke's Hospital at Spokane
- University of Washington Hospital at Seattle

Wisconsin
- Methodist Hospital at Madison
- St. Anthony's Hospital at Milwaukee
- University Hospital at Madison

Acknowledgment is also made of the contributions by personnel of the following hospitals and organizations who reviewed draft materials.

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- Presbyterian-St. Luke's Hospital at Chicago
- Rehabilitation Institute of Chicago
- American Dental Association
- Hospital Financial Management Association
- The American Society for Hospital Food Service Administrators
- The American Society for Hospital Engineers

The American College of Hospital Administrators

Appreciation is extended also to the many other organizations and numerous individuals who assisted in preparing this publication.

This document was prepared by the U.S. Training and Employment Service in the Office of Technical Support, Harold K. Montross, Director, and Vladimir D. Chavrid, Assistant Director for Technical Development and Analysis, OTS. It was developed under the leadership of Carl A. Heinz, Chief, Division of Occupational Analysis and Career Information, with guidance and general supervision by Charles R. Beckley, Assistant Chief, and direct supervision by Walter S. Studdiford. The contents of this book were organized, written, and prepared for publication by Virginia B. Nichols.

During the period of preparation, suggestions were made and assistance given by numerous American Hospital Association staff members whose experience and expertise in hospital and other health matters made their cooperation invaluable.

Introduction

NATURE AND FORMAT OF THE VOLUME

The general scope of the *Hospital Job Descriptions* revision project covered complete revisal of the 1952 edition. Each job that appeared in the previous publication was restudied to insure that both its content and the peripheral data were current in every respect. The introductory materials, the department narratives, and the organization charts were also reexamined and streamlined. A major effort was made to identify and develop descriptions for hospital occupations that have developed since 1952.

The job descriptions prepared for this study are based on data assembled from many sources and from different parts of the country. The U.S. Training and Employment Service compiled a comprehensive inventory of the job titles most frequently found in hospitals. This original compilation of hospital job titles covered approximately 800 different titles and was based upon reexamination of job descriptions found in (1) the 1952 edition of the *Hospital Job Descriptions,* (2) the revised edition of the *Health Careers Guidebook,*[1] (3) special hospital studies conducted by approximately 25 State employment services, and (4) occupational information provided by specialists in the hospital field. The inventory was subdivided into departments or organizational groupings and parceled out, together with available source materials, to State employment security agencies' occupational analysis field centers for study.

The American Hospital Association selected 27 hospitals located near eight occupational analysis field centers (California, Michigan, Missouri, New Jersey, North Carolina, Texas, Washington, and Wisconsin). These hospitals ranged in size from 48 to 748 beds. Each center was instructed to conduct a job analysis study of all jobs within specified hospital departments of each hospital in its assignment. Each department was assigned to more than one center, insuring geographical as well as institutional occupational variations. The job analysis information was recorded on a U.S. Training and Employment Service Job Analysis Schedule, and a composite job description was prepared using the schedules as source material. The national office received more than 1,000 of these schedules which were combined into more than 300 composite job descriptions, with accompanying organizational charts and narrative reports.

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[1] *Health Careers Guidebook* (Washington: U.S. Department of Labor, Manpower Administration, 1965).

Some of these composites were again "composited," resulting in a total of 238 job descriptions—55 more than the number contained in the 1952 edition. This increase is accounted for by jobs, mainly technical, that have emerged since 1952, such as Inhalation Therapist, Cytotechnologist, Nuclear Medical Technologist, and Audiologist; job breakdowns such as Hospital Guide, Dietetic Clerk, Medical Record Clerk, and Dispensary Clerk; and the inclusion of jobs not new to the economy in general, but new to the hospital locale, such as Parking Lot Attendant, Public Relations Director, Health Physicist, and Industrial Engineer.

Since these job descriptions reflect the occupational situation as it exists in a variety of localities, they are composites and cannot be expected to coincide exactly with any single position in a specific institution. Therefore, usually it will be necessary to adapt descriptions to fit individual organization patterns and jobs before they can be used with complete accuracy. For that reason it is important that those who use this material be familiar with the meanings and purposes of the various sections included in the volume and with the several parts of the individual job descriptions.

There were decisions to be made about the jobs to be included or excluded from this volume. A hospital, whether a single building or a large complex, must of necessity be somewhat self-contained and self-sustaining. The people to be employed include those who are involved with direct patient care, such as the nursing service, laboratory, and technical personnel; also those necessary to support patient care, such as business, administration, service, and plant operation and maintenance. Thus, a variety of jobs is included that relate directly and indirectly to patient care and treatment, plus those members of the medical profession who have accepted the hospital responsibility to be department heads, such as Radiologist, Physiatrist, Anesthesiologist, Pharmacist, Dentist, and Pathologist. Excluded from definition are physicians, surgeons, and members of specialized medical and other professions who provide day-to-day and consultative services to hospitalized patients. These professional people have private practices outside the hospital, give care and treatment to hospitalized patients for whom they are responsible, and thus are accountable to the Chief of Medical Staff; but they have no other responsibility to the hospital administration.

This study is mainly concerned with employees on payrolls in patient care establishments. It does not include self-employed professionals, proprietors of health establishments, or students, volunteers, or other unpaid personnel.

The information presented in this publication is in terms of those occupational situations occurring in an average-size general hospital. The organization of the information is in accordance with the three major hospital divisions—Administration, Professional Care, and Plant Operation and Maintenance. Within these divisions are the related departments arranged in alphabetical order, with the exception of the Executive Department which is placed first in the Administrative Division. Each department is described in narrative form with a suggested organization chart and followed by descriptions of the jobs in that department.

DEPARTMENT NARRATIVES

The narrative description of a department defines the functions and purposes of that department and establishes its limits of responsibility. In this manner it serves to set the framework within which departmental structures may be established. In addition, the narrative presents the lines of authority; relationships with other departments and groups; accrediting agencies governing specialized activity, together with some indication of the minimum essential requirements for an accredited department; extent of supervision and direction given personnel in the department; and the relative significance of the department within the overall institutional structure. In this manner, the narrative serves to inform the reader of the general organization and objectives of a hospital and to establish the pattern for the individual job descriptions that follow.

The narrative provides an opportunity to present useful occupational information which, because of its nature, is general to every job in that department and which would present only repetition and bulk if repeated for each of the related job descriptions. This information concerns administration, personnel policies and practices, peculiarities of the department or organizational grouping, special equipment, general hazards, working conditions, and other features considered helpful to those who use this publication. Thus, information in the narrative is necessary to present a full picture of each individual job in the department.

General Clerical, Outpatient, and Technical Services Departments have been arbitrarily devised in order to assemble into homogeneous groups those jobs that exist in any one or a number of different departments. Very likely, neither group of workers exists as a separate department in hospitals. They are grouped in this way for greater clarity in presenting descriptions of the jobs allocated to these activities. No department narrative has been formulated, nor has an organization chart been prepared for either group, since specific assignments and lines of supervision will depend upon where and to whom the workers are assigned. For each group, a cover page lists the jobs in alphabetical order followed by a short statement indicating how the jobs should be treated.

ORGANIZATION CHARTS

The organization chart presents a picture of the department as an integral, functioning part of the total operation of the institution and shows at a glance the vertical and horizontal lines of authority and responsibility among the workers. Generally, the organization chart shows the descending order of authority and responsibility from supervisor through subsidiary workers.

A suggested organization chart for each department, using the titles of the jobs presented in this volume, follows the department narrative. These charts are not necessarily reflections of the structure in any one institution but present the pattern implied by the specific jobs covered in this study. The organization charts represent a composite picture of what is typically found in the hospital and related health services. Solid lines denote lines of direct supervision. Broken lines denote a *may* or *multi* element of supervision. Each chart carries a word of caution for its application.

JOB DESCRIPTIONS

The descriptions for the department's jobs follow the narrative and organization chart. Although there may be as many kinds of job descriptions as there are uses for them, an attempt was made to develop a format for these descriptions which will be useful and understandable by a number of audiences.

The arrangement of the job descriptions in each department is primarily alphabetical. The description for the department head is always placed first, followed in alphabetical order by the remainder of the jobs in the department, regardless of professional or supervisory status. There are two exceptions to this arrangement: in Nursing Service, the Directors, Supervisors, and Nurses are grouped first because of their close relationships; and in Radiology—Nuclear Medicine, the three jobs belonging to Nuclear Medicine are grouped together because they could be a separate department. Assistance in locating specific descriptions on a departmental basis is provided by means of a table of contents in the front of the book; there is also an alphabetical index of job descriptions at the back.

Many phases of personnel management are predicated on the availability and use of accurate and reasonably detailed job information. The need for such information exists even though supervisors may feel that they fully understand the jobs that they supervise. Continual changes in procedures and techniques result in realignment of tasks to meet a variety of situations, and active and ambitious workers may enlarge the scope of their own activities while other workers lose or forego portions of theirs. If personnel decisions are to possess any validity, they must be based on comprehensive job descriptions that are systematically revised to reflect the current job situation in as accurate a manner as possible. The descriptions contained in this volume may well serve as a starting point from which interested persons may prepare descriptions more reflective of their own situations. There is a section entitled "Instructions for Preparation of Job Descriptions" for guidance if desired.

Titling

In general, titles for the job descriptions were selected on the basis of general usage or acceptance in hospitals. This title is called *main* title and appears in capital letters, centered, at the head of each description, and in capital letters wherever it is found throughout the volume. Beneath this main title will appear a number of alternate titles, in lowercase letters, which are names by which the same job may be known. A title followed by a code number appears in the upper right-hand corner of the first page of each job description. This title may or may not match the main title; it is the title by which the job appears in the *Dictionary of Occupational Titles* (DOT).[2] Some jobs are so new that they do not appear in the current edition of the DOT; they will appear in future releases.

Contents of the Job Description

Each job description has six sections in order to group the information presented. These six sections are titled: Job Duties; Machines, Tools, Equipment, and Work Aids; Education, Training, and Experience; Worker Traits (Aptitudes, Interests, Temperaments, Physical Demands, and Working Conditions); Job Relationships; and Professional Affiliation.

JOB DUTIES: This section begins with an introductory statement which summarizes the activities of the job and immediately orients the reader in regard to the scope of the job. It contains information specific to (1) duties performed by the worker; (2) the objective or purpose of the job—what gets done as a result of the worker's actions; (3) the devices (machines, tools, equipment, and work aids) utilized by the worker; and (4) the materials, products, or subject matter with which the worker is concerned or the service which he renders. This statement should provide the reader with an overall concept of the purpose, nature, and extent of the duties performed, and how the job differs generally from other jobs in the department or organizational setup.

The remainder of the section expands upon the introductory statement and explains the important details of the job logically and concisely. The material consists of an orderly presentation of the tasks of the job and is composed of a series of statements telling what the worker does and why and how he performs the various tasks. The tasks that comprise a job are arranged either in chronological or in functional order. Tasks can be arranged chronologically when a job has a specific cycle or sequence of operations that can be described in the order in which the worker is called upon to do them, such as in many routine clerical, housekeeping, laundry, and engineering and maintenance jobs. A functional arrangement of job tasks and duties is used for jobs having no regular cycle of operations, which are more difficult to describe since they involve a considerable variety of duties and responsibilities that generally have no established sequence of operations. The functional arrangement has been used for the most part to describe administrative, technical, and professional jobs.

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[2] *Dictionary of Occupational Titles* (2 vols., 3rd ed.; Washington: U.S. Department of Labor, Manpower Administration, 1965).

In preparing these composite job descriptions, tasks were found that were not integral parts of the job and did not always occur but could be performed by the worker under certain circumstances of the job situation. These tasks are listed usually at the end of the Job Duties section and introduced by the word *May*.

Machines, Tools, Equipment, and Work Aids: An indication of those items that the worker uses, or with which he works, are listed here. The listing is not exhaustive.

Education, Training, and Experience: Education refers to the minimum amount of formal education usually required of an applicant before the placement process can be started. Little information is to be gained by a mere listing of preferred academic achievements. Insofar as possible, specific subject matter is indicated that should have been mastered by the applicant. In many instances where the required academic level is relatively low, educational qualifications are stated in terms of ability to speak, read, and write, and to make simple arithmetic calculations. In those instances where educational requirements have been established by an accredited professional association, the established qualifications have been stated.

In a similar manner, the Training and Experience items are designed to present the experience qualifications usually required of an applicant in addition to the training received either prior to hiring or while on the job. Similar to the item on Education, these may not coincide exactly with the qualifications established by specific institutions, but they do represent a concensus arrived at after investigation of many different sources. Again, it is *minimum* training and experience requirements necessary for adequate performance on the job. Except for those requirements determined by accredited professional associations, the qualifications represent the opinions of hospital administrators and personnel directors engaged in selection and placement. The various qualifications are not always standardized and considerable variation exists among employers as to requirements. However, an effort has been made to indicate the range of such hiring requirements.

Included in this section are licensure requirements. This means a license required by a professional association, such as for

Therapist, certain Technicians, and many jobs in the laboratory; State and municipal licensing for Nurses and for some jobs in engineering and maintenance; and in some cases a license to drive a car or truck, if driving is a necessary part of the job.

WORKER TRAITS: This section identifies the characteristics a worker must possess in order to learn and to perform successfully the duties of the particular occupation. The ability of an individual to adjust to a specific type of work is as significant as the education and training qualifications he brings to the occupation. Consequently, there have been judgments of a number of components: Aptitudes, interests, temperaments, physical activities, and environmental conditions to which individual workers must adjust. Information concerning basic abilities and traits is essential for such programs as evaluating jobs, determining possible job transfers, and selecting proper workers to perform the jobs. A listing and definition of each factor for the various components is contained in the section entitled Definition of Worker Traits which appears at the back of the book.

This section replaces the Performance Requirements section of the 1952 edition. Although the headings are different, the basic concepts are the same. Some indications are presented of the level of occupational difficulties by describing the demands made by the job on the worker. The section indicates the individual's major responsibilities in terms of preferences for, and abilities to, handle various types of situations through such factors as dexterities; materials, equipment, and processes; and cooperation with others. The responsibility factor relates in part to the degree of supervision given and received and the decision limits within which a job must conform.

An effort has been made to provide some indication of a number of worker characteristics essential to successful performance on the job. They have been described here in narrative form, using Worker Traits terminology, to explain how each trait pertains to that particular job. Insofar as possible, each factor selected as relevant to the job has been accounted for by examples from the Job Duties section. Those components chosen are not necessarily exhaustive. A brief explanation of the components is:

Aptitudes mean the specific capacities and abilities required of an individual in order to learn or perform adequately a task or job duty. This component, made up of 11 specific aptitude factors, includes the nine aptitude factors contained in the General Aptitude Test Battery (GATB) developed by the U.S. Training and Employment Service and two additional factors not measured by the GATB. Those aptitudes selected seemed significant in the occupation and are identified in terms of specific work situations. The factor of intelligence, however, was not rated because of the difficulty in writing meaningful descriptive statements for this relationship.

The *interests* component is defined as a preference for a particular type of work experience. It consists of five pairs of bipolar factors, arranged so that a preference for one factor in a pair generally indicates a lack of interest in the other factor in the pair. Those interest factors selected seemed to be significant to the job in question and are identified in terms of specific situations.

The *temperament* component consists of 12 factors that reflect different work situations. Each work situation describes a type of activity that demands a different adjustment on the part of individual workers. Those temperament factors selected appeared significant in the occupation and are identified in terms of specific duties.

Physical demands and working conditions are two separate components, combined for brevity and because of certain relationships. Physical demands are physical activities and sensory perceptions required of a worker by the work performed. These demands serve as a means of expressing both the physical requirements of the job and the physical capacities a worker must have to meet the requirements. There are six physical activity factors: Lifting, carrying, pushing and/or pulling (strength); climbing and/or balancing; stooping, kneeling, crouching, and/or crawling; reaching, handling, fingering, and/or feeling; talking and/or hearing; and seeing. Working Conditions are complementary to physical demands but describe the surroundings in which the job is performed and indicate any hazards inherent in the work. There are seven factors describing environmental conditions: Inside, outside, or both; extremes of cold plus temperature changes; extremes of heat plus temperature changes; wet and humid; noise and vibration; hazards; and fumes, odors, toxic conditions, dust, and poor ventilation.

Those physical demands and working conditions factors selected are significant to the job in question by meeting the established criteria for successful performance and are identified in terms of specific job duties. These components serve a useful purpose in the employment of women, youth, older workers, and particularly the handicapped. Obvious working conditions such as "clean, well-lighted, heated, and ventilated hospital rooms" as well as obvious hazards for which standard precautions are taken such as "danger of falls on wet floors" or "exposure to communicable diseases" have been omitted, in most cases, from the job descriptions. Specific hazards that apply to an entire department are discussed in the department narrative.

Job Relationships: This section, along with the department narrative, serves to establish the occupation in question within the total structure of the department in which the job occurs and, in addition, to indicate lines of supervision and progression. It is divided into four subsections: the first two are "Workers Supervised" and "Supervised by." These subsections indicate the probable lines of supervision and establish the areas of responsibility for supervisory positions. Usually, exact titles, such as those in this publication, have been used. Where entries may include a considerable number of titles, a general statement, such as "clerical workers assigned to this department" has been made. The third and fourth subsections are "Promotion from" and "Promotion to." These serve to position the job within the promotional hierarchy of the hospital organization and to indicate the promotional possibilities available to each individual. Jobs requiring little academic achievement or previous experience have been labeled "This may be an entry job." Again, wherever possible, exact titles have been used.

Professional Affiliation: There is a listing of names and addresses of professional associations or organizations usually associated with a professional occupation. The associations listed are usually of national level, since it would be nearly impossible to include all the existing regional, State, or local associations.

THE HOSPITAL

The hospital is a complex organization utilizing combinations of intricate, specialized scientific equipment and functioning through a corps of highly trained personnel educated to the goals and techniques of modern medical science. All these are blended into the common purpose of restoration and maintenance of good health.

As an organization, the hospital provides special facilities and trained personnel to facilitate the work of the physician in his care of the patient—who is the focal point about which all activities of the hospital revolve. In the delivery of medical services to patients, therefore, the medical staff, including nurses and other personnel, becomes a most important factor. The character and extent of hospital services are adjusted continuously to keep abreast of social changes and advances in medical science. This requires frequent replacement and addition of equipment, effective training opportunities, and coordinated departmental organization.

Although primary emphasis is placed on the care of bed patients, the frontier of the hospital in recent years has been extended from the sick person in the hospital bed to the sick or potentially sick person in his normal living situation. In addition to outpatient clinics, for example, hospitals have been assuming more and more responsibility for programs of preventive medicine. They serve as the medium in many communities through which physicians and nurses, along with voluntary and official health agencies, pool their efforts for improvement of the public health. This public education aspect of hospital service is rapidly becoming important in the service rendered to the community by the hospital.

An important correlative function of the hospital is the education of both professional and paramedical staffs. The medical and nursing professions, as well as a number of other vocations, depend heavily upon the hospital for education and training. The hospital is the only locale in which students of medicine and nursing can obtain the broad practical experience necessary to supplement and round out their academic instruction. In many instances this applies equally to the business, administrative, and service staff of the hospital. Technicians of all types must keep abreast of advances in their respective fields and these advances often take place within the hospital. Only there can they obtain the requisite on-the-job training necessary to become familiar with new developments. The educational and training programs for each of these groups require planning, organization, and direction. All of the programs have a bearing upon the hospital's service and must be fitted into the overall operation of the hospital.

Another broad function of the hospital is to facilitate the investigative studies and research in the fields of medical services while concerning itself with improving administrative procedures. Some hospitals have the resources and facilities to support an effective program of basic research. Here it is necessary to coordinate the work of the scientist and the clinician in order to provide opportunity for the development of projects of fundamental research and to apply the knowledge gained to the practice of medicine.

In most hospitals, opportunities are present for a variety of clinical studies. Valuable data are accumulated in the medical records of the thousands of patients cared for in hospitals. These data are used to test the hypotheses and the scientific investigations that result from fundamental research. Most hospitals continuously encourage formal or informal research programs designed to improve the overall services which hospitals make available to the public.

Thus, the hospital brings together various types of personnel and facilities. Here, then, are combined specific lifesaving efforts with related public health, educational, and research activities. Although there is no typical hospital which reflects the special emphasis placed on the various phases of its comprehensive health programs, all participate to some degree in all of the related activities. Hospital personnel must work, therefore, in an atmosphere of coordinated effort of trained and experienced personnel, whose interlocking efforts reflect the unusual breadth and depth of hospital functions.

In some aspects, the hospital resembles and incorporates activities usually found in commercial enterprises. In addition to the business, administrative, and service departments commonly found in commercial enterprises, the hospital usually includes a power plant, a dietary service, a paint shop, and a maintenance staff. In this regard, a hospital incorporates industrial functions, but the similarity does not extend throughout its entire organization and operation.

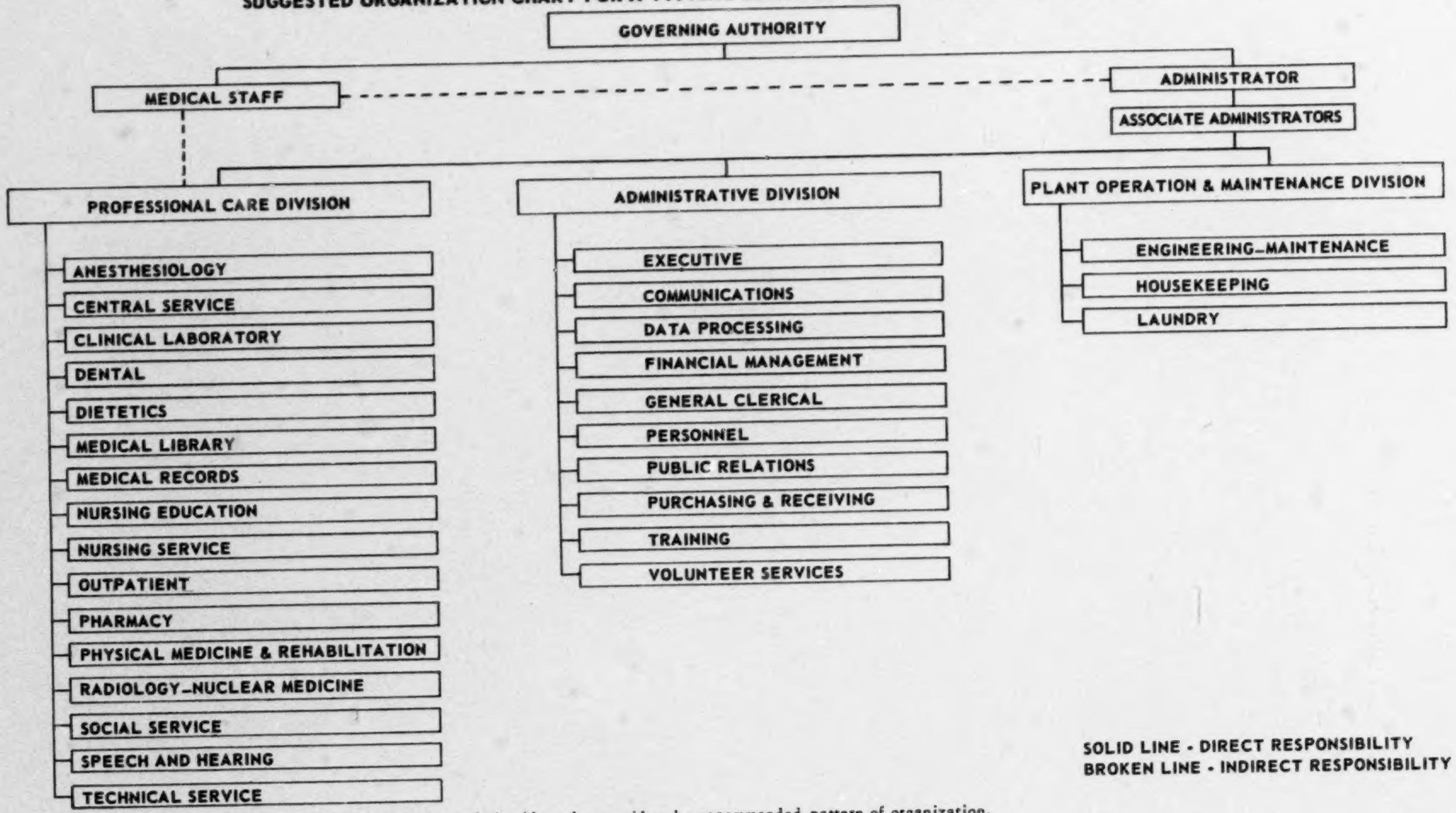
While industry is created through individual initiative to provide a service or product for private gain, hospitals are established as a result of group effort to provide a public service. Industry produces tangible goods or services which it offers to the public at an established price and which the public accepts or rejects according to its desire for the product and judgment of the quality and cost of the item or service. Hospitals provide facilities and personnel for a service which the recipient usually does not elect to receive, which he often does not understand, and at a cost which often is not predictable.

Industrial efforts are built upon regular time schedules and carefully established production processes. Work programs of employees can be specific and binding. Hospital staffs must be organized to meet emergencies rather than to follow routine production schedules. This requires constant program planning, personal sacrifices on occasion, and extended hours of work. The hospital functions 24 hours each day, 7 days each week, and 52 weeks each year. Hospital employees deal continuously with people who are emotionally and physically upset, so that technical and mechanical skills must be fitted within a framework of quiet persuasion and full understanding of abnormal human behavior.

Industry relies upon a clearly established direct line of authority from top management to production employees. Such organizational structure is not as readily established or easily defined in the hospital. Two major authorities, one involving administration of the institution and the other dealing with the provision of professional medical care, must coordinate efforts to produce desired results. Hospital employees have responsibility to both authorities, and must be constantly on the alert to serve both of them well, to favor neither, and to understand the responsibilities of each. In addition, hospital personnel must be sensitive to the demands, desires, and needs of patients and their relatives so that satisfaction is assured. To this end, hospital employees must work to maintain a unity of purpose within their organizations.

If the greatest possible values are to accrue from the efforts of hospital employees, it is necessary that there be awareness of, and continued emphasis on problems of human relationships among medical staff members as well as between hospital personnel and patients. And a coordinated team effort is essential to accomplish the end objective of hospital care—the restoration of the patient's health. A close working relationship is possible only when all employees and all levels of management understand the functions, responsibilities, and authority of each person, department, and division of the complex organization called a hospital. The combined efforts of individuals aided by mechanical devices, working on a background of a vast reservoir of scientific and technical knowledge, is the hospital. Its level of performance is directly related to the interest, diligence, and competence of the people who staff it.

SUGGESTED ORGANIZATION CHART FOR A TYPICAL LARGE GENERAL HOSPITAL BY DEPARTMENTS


GOVERNING AUTHORITY
MEDICAL STAFF
ADMINISTRATOR
ASSOCIATE ADMINISTRATORS
PROFESSIONAL CARE DIVISION
ANESTHESIOLOGY
CENTRAL SERVICE
CLINICAL LABORATORY
DENTAL
DIETETICS
MEDICAL LIBRARY
MEDICAL RECORDS
NURSING EDUCATION
NURSING SERVICE
OUTPATIENT
PHARMACY
PHYSICAL MEDICINE & REHABILITATION
RADIOLOGY–NUCLEAR MEDICINE
SOCIAL SERVICE
SPEECH AND HEARING
TECHNICAL SERVICE
ADMINISTRATIVE DIVISION
EXECUTIVE
COMMUNICATIONS
DATA PROCESSING
FINANCIAL MANAGEMENT
GENERAL CLERICAL
PERSONNEL
PUBLIC RELATIONS
PURCHASING & RECEIVING
TRAINING
VOLUNTEER SERVICES
PLANT OPERATION & MAINTENANCE DIVISION
ENGINEERING–MAINTENANCE
HOUSEKEEPING
LAUNDRY

SOLID LINE - DIRECT RESPONSIBILITY
BROKEN LINE - INDIRECT RESPONSIBILITY

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

ADMINISTRATIVE DIVISION

EXECUTIVE
COMMUNICATIONS
DATA PROCESSING
FINANCIAL MANAGEMENT
GENERAL CLERICAL
PERSONNEL
PUBLIC RELATIONS
PURCHASING AND RECEIVING
TRAINING
VOLUNTEER SERVICES

6/17

EXECUTIVE DEPARTMENT

PURPOSE: Direct all functions of the hospital in keeping with overall policies established by the governing board, in order that objectives of health care, advancement of knowledge, and overall contribution to community welfare may be achieved most effectively, economically, and to the satisfaction of patients, employees, and medical staff.

RESPONSIBILITY: Interpreting and administering policies of governing board, and acting as technical advisor and liaison officer in matters involving formulation of these policies. To execute these functions properly, the department is responsible for management and supervision of all aspects of hospital activities, including planning and direction, public relations, budget and finance, personnel administration, volunteer services, purchase and supply, plant maintenance, housekeeping, general administrative services, and coordination of medical staff activities into the patient care program.

More specifically, responsibilities of the Executive Department include:

1. Transmitting, interpreting, and implementing policies, rules, and regulations affecting all hospital activities and personnel; establishing procedures for systematic performance of hospital duties; and coordinating activities of all departments.

2. Acting as liaison among governing board, medical staff, and hospital personnel, and encouraging maintenance of professional and medical standards through insistence on an organized medical staff prepared to adhere to prescribed quality standards. The ADMINISTRATOR is the chief executive officer of the board. In cooperation with medical staff and governing board, the Executive Department contracts for services of members of medical staff who are licensed to practice in the State.

3. Providing for equipment and facilities consistent with community needs and goals of the hospital, and insuring that high professional standards are maintained for health care. The Executive Department has primary responsibility for the safety and protection of hospital patients.

4. Formulating and maintaining an effective program of public relations. This involves explaining hospital costs and functions to the public, interpreting purpose and importance of the hospital

in relation to community welfare, and participating in community affairs.

5. Maintaining sound financial structure, including establishing fee schedules, providing for careful, economical, and safe administration of funds, and maintaining accurate records of hospital finances. In cooperation with all departments, the Executive Department prepares a budget for approval by the board and drafts recommendations covering future operations of the hospital.

6. Formulating sound personnel policies and disseminating these policies to all hospital employees, developing an organizational structure with clearly defined lines of authority and areas of responsibility which will enable the employees to work together toward common objectives, selecting and training qualified department heads, coordinating all department activities, and establishing lines of communication between administrative and line employees.

7. Supervising maintenance and protection of buildings and grounds, giving final approval on equipment and supplies, and contracting for new construction.

8. Keeping up to date with advances in management techniques and business methods, technological changes, and economic and political trends, and broadening the perspective and scope of hospital services to meet expanding needs of the community.

9. Preparing periodic reports to the governing board covering progress and programs, as well as the activities of, and projected plans for, the hospital.

10. Maintaining liaison with local, State, and regional hospital and governmental health councils and planning agencies.

AUTHORITY: The ADMINISTRATOR reports directly to the governing authority, known as the Board of Directors, Board of Governors, or Trustees, and responsibility is delegated to him for carrying out established rules and regulations of the board. The guiding and directing force for administration comes from the governing authority as the primary policymaking body, and it specifically expresses the aims and goals to be achieved. The ADMINISTRATOR assists the governing authority in policy determination and initiates action on many matters which require an expressed policy. He develops statements of policy for consideration and approval by the governing authority. At the same time, constant review and periodic modification of policies are essential. After policies are adopted, the ADMINISTRATOR is delegated full authority to conduct activities of the hospital to achieve desired results. The ADMINISTRATOR, in turn, delegates to department heads authority over their respective departments.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Ultimate responsibility for all hospital activities rests with the ADMINISTRATOR. Coordination of various sections or departments is a major function of the Executive Department. To accomplish this the Executive Department maintains effective communication with all departments of the hospital.

The personal contacts between the ADMINISTRATOR and governing authority, medical staff, department heads, auxiliaries, patients, public health officials, civic organizations, and numerous other groups and individuals typify interrelationships in activities of the Executive Department.

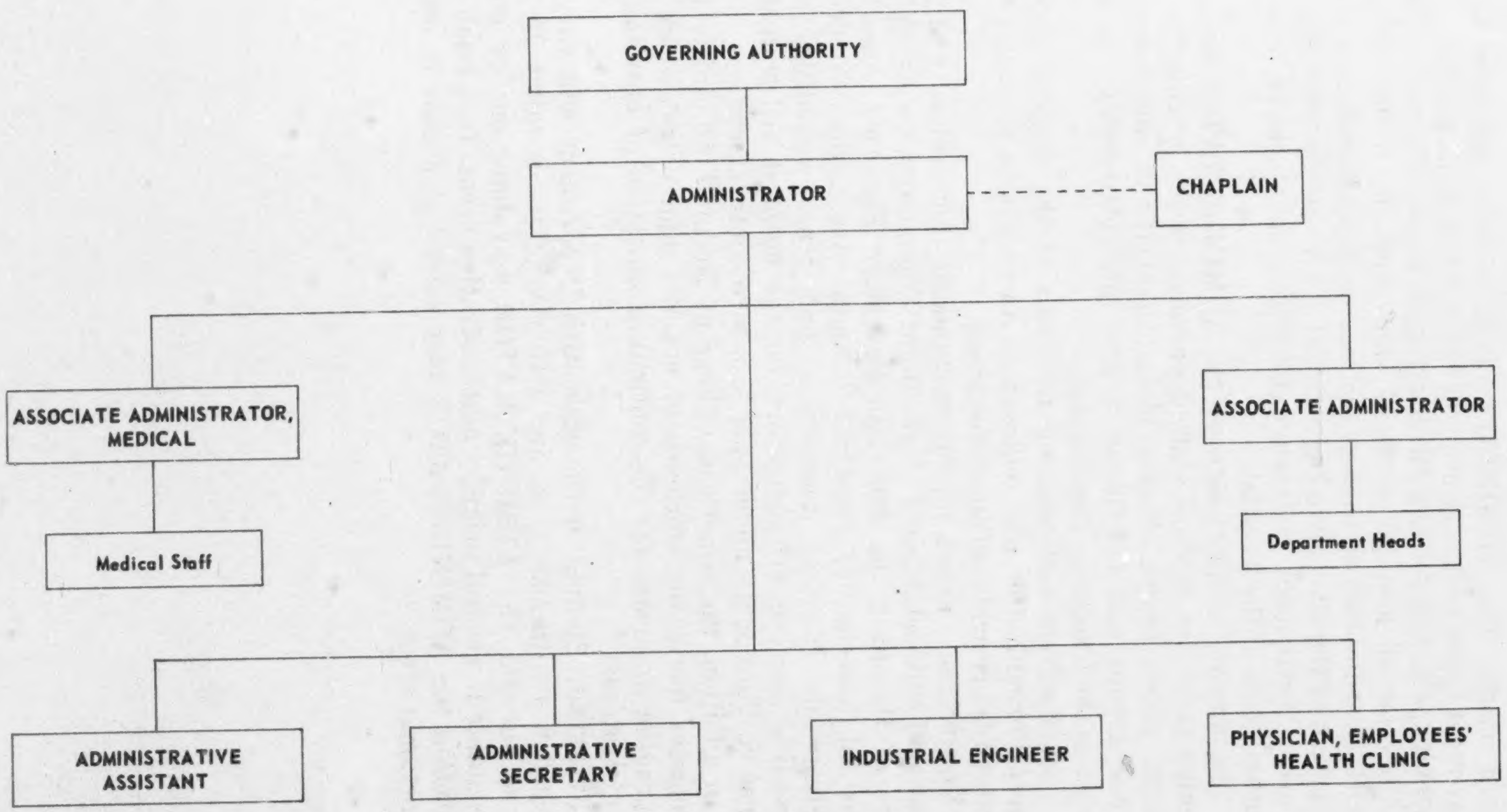
The education and training functions of the hospital require careful organization and followup of all programs to insure that standards are achieved and maintained.

STANDARDS: Certain minimum standards for medical and professional care established by the Joint Commission on Accreditation of Hospitals, the American College of Surgeons, American Medical Association, American Hospital Association, American Osteopathic Hospital Association, and other accrediting and licensing agencies are obligatory for the hospital. All standards must be thoroughly understood to insure conformance.

In addition, the American College of Hospital Administrators promotes increasing efficiency of hospital administration by encouraging programs for the continuing education of hospital administrators.

STAFFING: Staffing of the Executive Department will vary in accordance with size, type, and activities of the hospital. In the large hospital, the ADMINISTRATOR may have one or more assistants in several primary administrative areas. In a small institution the ADMINISTRATOR may attend to details in many functional areas.

EXECUTIVE DEPARTMENT


GOVERNING AUTHORITY
ADMINISTRATOR
CHAPLAIN
ASSOCIATE ADMINISTRATOR, MEDICAL
Medical Staff
ASSOCIATE ADMINISTRATOR
Department Heads
ADMINISTRATIVE ASSISTANT
ADMINISTRATIVE SECRETARY
INDUSTRIAL ENGINEER
PHYSICIAN, EMPLOYEES' HEALTH CLINIC

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

Executive Department Superintendent, Hospital 187.118

ADMINISTRATOR

executive director
executive vice president
hospital administrator

JOB DUTIES

Administers, directs, and coordinates all activities of the hospital to carry out its objectives in the provision of health care, furtherance of education and research, and participation in community health programs: Is responsible for the operation of the hospital, for the application and implementation of established policies, and for liaison among the governing authority, the medical staff, and the departments of the hospital.

Organizes the functions of the hospital through appropriate departmentalization and the delegation of duties. Establishes formal means of accountability from those to whom he has assigned duties. Regularly schedules interdepartmental and departmental meetings, where appropriate, to maintain liaison between the medical staff and other departments. Names appropriate departmental representatives to the multidisciplinary committee of the hospital.

Prepares reports for, and attends meetings with, the governing body regarding the total activities of the institution as well as governmental developments which affect health care. Provides for personnel policies and practices that adequately support sound patient care and maintain accurate and complete personnel records.

Reviews and acts upon the reports of authorized inspecting agencies. Implements the control and effective utilization of the physical and financial resources of the hospital. Employs a system of responsible accounting, including budget and internal controls.

Participates, or is represented, in community, State, and national hospital associations and professional activities which define the delivery of health care services and aid in short- and long-range planning of health services and facilities. Provides an acceptable public relations program.

Pursues a continuing program of formal and informal education in health care, administrative, and management areas to maintain, strengthen, and broaden his concepts, philosophy, and ability as a health care administrator.

Delegates administrative responsibilities to ASSOCIATE ADMINISTRATORS and to department heads.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

None.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university, with graduate work in an accredited program in hospital administration.

Education and experience requirements may vary according to individual background, size of hospital, and section of the country. However, a minimum of 3 years of serving in subordinate administrative positions is required by most hospitals. Larger hospitals may require 1 year of resident or administrative internship experience.

WORKER TRAITS

Aptitudes: Verbal ability is required to express ideas and views effectively when speaking to groups, hospital directors, and personnel. Must be able to gather and analyze data contained in reports.

Numerical ability required to evaluate statistical date and to make various computations in planning hospital operations and budget.

Clerical ability is necessary to read reports and utilize data accurately for other purposes.

Interests: A preference for activities involving esteem of others in required to lead professional and nonprofessional workers and to participate in community activities.

Temperaments: Organizational ability to plan and control the total activity of the hospital and the activities of all its personnel.

Ability to relate to people in a manner so as to win confidence and establish support.

Ability to evaluate reports, research studies, and other data against both judgmental and verifiable criteria.

Flexibility to adjust to changing conditions and the various details of the job.

Physical Demands and Working Conditions: This is light work. Sits and walks throughout the working day.

Talking and hearing to converse with individual members of hospital staff and to address various groups.

Handling office equipment and supplies.

Works inside. Usually has own office.

Visual acuity to prepare and read reports.

Hours of duty may be long and irregular.

JOB RELATIONSHIPS

Workers supervised: All employees of hospital through ASSOCIATE ADMINISTRATORS and department heads.

Supervised by: Governing authority of hospital.

Promotion from: ASSOCIATE ADMINISTRATOR.

Promotion to: No formal line of promotion. This is the highest occupation level in the hospital.

PROFESSIONAL AFFILIATIONS

American College of Hospital
Administrators
840 North Lake Shore Drive
Chicago, Ill. 60611

Association of University Programs
in Hospital Administration
1642 East 56th Street
Chicago, Ill. 60637

Local, state, and national hospital associations.

Local and State civic and services organizations.

ADMINISTRATIVE ASSISTANT

JOB DUTIES

Carries through to completion specific work projects assigned by ADMINISTRATOR relative to operation of total hospital or specific patient services, to provide information for evaluation and revision of regulations, procedures, and practices:

Assembles data relative to various phases of hospital activities. Investigates and reports on patient and visitor complaints; analyzes admission procedures to formulate plans for more efficient admitting methods; studies relationship between various departmental records with view toward consolidation and reduction of amount of clerical activity; gathers data on consumption of utilities and makes comparative survey against other institutions of approximate size; investigates advisability, in terms of cost and service, of use of commercial services as against hospital operated services such as laundry, dietary, or some maintenance and housekeeping operations; develops more effective systems of handling clerical details; investigates and recommends arrangements for parking of automobiles on hospital grounds; determines operating cost, distribution of personnel, and work schedules for specified departments; assists department heads in assembling data relative to specific problem areas.

Prepares statistical and other special reports to complete work assignments. Performs related duties as directed.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

None.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college, university, medical school, or school of nursing. Completion of a course in hospital administration is preferred.

Some hospital administrative experience is desirable, but this job is usually considered an administrative trainee position. The worker receives on-the-job training in hospital administration and procedures through specific work assignments.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand a variety of technical subjects relating to various departments, to communicate with hospital

personnel and personnel of outside agencies, to prepare evaluation reports of data assembled and recommendations for revisions of regulations and other directives.

Numerical ability is necessary to prepare statistical reports of findings.

***Interests:* A preference for technical activities to support effective analysis and evaluation of hospital operational problems.**

***Temperaments:* As a trainee under supervision, helps evaluate hospital operational problems by assembling and analyzing data; making recommendations relative to revision of regulations, policies, and procedures; and devising methods for carrying out investigations.**

Some problems involve working to precise accuracy of data.

Meets and deals with staff members, department heads, and a variety of types of visitors and patients.

***Physical Demands and Working Conditions:* This is light work. Sits and walks throughout the working day.**

Talking and hearing, to converse with staff members, visitors, and patients.

Handling office supplies and equipment.

Visual acuity to prepare and read reports.

Works inside.

JOB RELATIONSHIPS

***Workers supervised:* None.**

***Supervised by:* ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.**

***Promotion from:* No formal line of promotion. This is considered a trainee position.**

***Promotion to:* May be promoted to ASSOCIATE ADMINISTRATOR.**

PROFESSIONAL AFFILIATIONS

None.

ADMINISTRATIVE SECRETARY

secretarial assistant

JOB DUTIES

Assists ADMINISTRATOR by performing secretarial and minor executive duties:

Takes minutes of board, staff, and executive committee meetings, transcribes material using a typewriter, and distributes minutes to designated personnel. Assembles material for reports, such as those of American Hospital Association, American Medical Association, and American College of Surgeons, and annual reports on interns and residents, and special questionnaires.

Interviews people coming into the office and directs them to the pertinent departments. Keeps records of appointments and meetings and reminds ADMINISTRATOR of them. Notifies board and staff of meetings.

Maintains files of correspondence and related materials. Opens and sorts mail, pointing out items of unusual interest. Answers routine correspondence on own initiative.

In smaller hospitals, may perform clerical duties incident to such activities as purchasing, personnel, and training programs.

May train and supervise clerical workers.

Performs a variety of related clerical duties.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter and other office machines needed by particular office. Also office equipment and supplies such as filecards, folders, staplers, and the like.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school or commercial school, including courses in typing, stenography, and business English. Two years of college education is preferred.

At least 1 year's experience as a STENOGRAPHER or SECRETARY.

On-the-job training in hospital office procedures, from 1 to 3 months.

WORKER TRAITS

Aptitudes: Verbal ability is required to prepare reports, to take notes on meetings, and to compose letters, using proper rules of grammar, spelling, and punctuation.

Numerical ability is required to make simple arithmetic calculations when compiling and auditing budget reports and expense accounts.

Clerical perception is required to copy data from rough notes and to prepare records and reports accurately.

Form perception is required to take shorthand and transcribe symbols into a meaningful form.

Motor coordination and finger dexterity are required to coordinate eye and finger motions when operating a typewriter.

Interests: Preference for business contacts with people, in order to effectively act as receptionist and secretary to the governing board.

Preference for the communication of ideas, in order to take shorthand and prepare reports.

Preference for prestige activities, by working with hospital policymakers.

Temperaments: Performs a variety of duties such as interviewing, stenography, and assembling reports.

Works with people in tactful, diplomatic manner.

Exercises judgment and discretion when making reports and answering correspondence.

Physical Demands and Working Conditions: This is light work.

Reaching, handling, and fingering are necessary to operate various office machines.

Talking and hearing are necessary to take minutes of meetings, take dictation, and communicate with staff and other persons.

Near-visual acuity is needed to perform various clerical functions.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise a number of clerical workers.

Supervised by: ADMINISTRATOR.

Promotion from: No formal line of promotion. May be promoted from SECRETARY; MEDICAL SECRETARY; STENOGRAPHER; or other clerical job in which ability is demonstrated.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

National Secretaries Association
1103 Grand Avenue
Kansas City, Mo. 64106

Executive Secretaries Association, Inc.
1090 Ticonderoga Drive
Sunnyvale, Calif. 94087

ASSOCIATE ADMINISTRATOR

JOB DUTIES

Directs, supervises, and coordinates functions and activities of one or more hospital departments; assumes all duties of the ADMINISTRATOR during his absence:

Assists in administration and coordination of hospital activities. Consults with and advises ADMINISTRATOR on problems relating to operation of hospital. Recommends changes in administrative policies to carry out objectives of the hospital more effectively. Assists in preparation of budgets and allocation of funds, based on studies of costs, review of departmental budget estimates, familiarity with operating procedures, and discussions with department heads. May direct accounting of all hospital funds. May direct changes in procedures in any or all departments.

Recommends improvement of hospital facilities, including construction or renovation of structures and purchase of new equipment, based on personal inspection of premises, consideration of hospital policies, and knowledge of community needs and resources.

Interprets hospital and department policies, objectives, and operational procedures to department heads. Resolves problems with department heads concerning such items as staffing, utilization of hospital facilities, and equipment and supplies.

Meets with staff members to interpret changes in operational procedures. Meets with members of the community to promote good public relations for the hospital. Attends meetings of professional, civic, and service organizations as a representative of the hospital. In some hospitals, he may direct public relations and fund-raising programs, act as personnel officer, or negotiate with medical personnel for contractual agreements.

In absence of ADMINISTRATOR, assumes his duties of planning, directing, and coordinating all hospital activities to insure full patient care in accordance with accepted medical standards.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

None.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university, with graduate work in hospital administration in an accredited program or in a specialty such as accounting, business administration, or public health.

Education and experience requirements may vary according to combined background of the individual, size of the hospital, and section of the country. However, a minimum of 3 years' progressively responsible administrative work is required. Experience as head of a major hospital department may be acceptable.

WORKER TRAITS

Aptitudes: Verbal ability is required to effectively express ideas and views when speaking to groups, hospital directors, and personnel; and to gather and analyze data in reports.

Numerical ability is required to evaluate statistical data and to make various computations in planning hospital operations and budget.

Clerical ability is necessary to read reports and utilize data accurately for other purposes.

Interests: A preference for activities involving esteem of others is required in order to lead professional and nonprofessional workers and to participate in community activities.

Temperaments: Organizational ability to plan and control the activities of one or more departments.

Capacity to relate to people in a manner to win confidence and establish support.

Ability to evaluate reports, research studies, and other data against both judgmental and verifiable criteria.

Flexibility to adjust to changing conditions and the various details of the job.

Physical Demands and Working Conditions: This is light work. Sits and walks throughout working day.

Talking and hearing to converse with individual members of hospital staff and to address various groups.

Handles office equipment and supplies.

Works inside. Uusually has own office.

Hours of duty may be long and irregular.

JOB RELATIONSHIPS

Workers supervised: All workers in department for which he is responsible.

Supervised by: ADMINISTRATOR.

Promotion from: May be promoted from head of any department.

Promotion to: ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

American College of Hospital
Administrators
840 North Lake Shore Drive
Chicago, Ill. 60611

Association of University Programs
in Hospital Administration
1642 East 56th Street
Chicago, Ill. 60637

Local, State, and national hospital associations.

Local and State civic and service organizations.

ASSOCIATE ADMINISTRATOR, MEDICAL

medical director

JOB DUTIES

Directs and coordinates all medical and related activities, with the exception of nursing services:

Assists in establishing standards of medical service; developes organizational plans to carry out activities within limits of available funds. Advises ADMINISTRATOR on medical and administrative problems and on questions of policy and public relations as they relate to medical practices. Supervises heads of various medical departments and recommends appointment, promotion, and transfer of physicians and supervisory personnel of medical units. Initiates and directs staff conferences for instructional purposes and discusses administrative and medical problems. Acts as consultant in unusual and difficult medical cases and advises clinical staff on a variety of problems. Plans for, and participates in, instruction of interns and resident physicians. Investigates and studies new developments in medical practices and techniques, adapting them to specific hospital needs.

Plans the hospital medical program and determines facilities and personnel required to carry out the program. Assists in preparing budgets for medical and related departments. Represents hospital in meetings of professional groups. Reviews all medical reports released for publication under name of hospital. Determines that relationships between the various medical departments and the community reflect established hospital policies.

Among the hospital department heads supervised are those in charge of anesthesiology, clinical laboratory, dentistry, medical records, pharmacy, physiatrics, radiology, and speech and hearing.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

None.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school approved by the Council on Medical Education and Hospitals of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association, or a diplomate of the National Board of Medical

Examiners or National Board of Osteopathic Examiners. Licensed by State where located to practice medicine or osteopathy.

Training and experience requirements may vary according to combined background of the individual, size of the hospital, and section of the country. Considerable professional experience in one or more branches of medicine and surgery, and administrative or supervisory experience in a medical department.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand medical terminology, for preparing written reports in technical language, for clarity in supervising and delegating responsibility to heads of medical departments, and for instructing interns and residents.

Numerical ability is necessary to evaluate statistical data, prepare budgets, and review cost and expense estimates from medical departments.

Interests: A preference for activities requiring working with a variety of types of people and securing their cooperation.

A preference for activities of a technical and scientific nature to aid in establishing policies and procedures for medical research, and instructing medical personnel and advising them on medical problems.

A preference for the communication of ideas in order to explain principles of management and hospital policy to supervisory personnel.

Temperaments: Initiative and judgment are involved in organizing and planning activities, formulating policies, delegating responsibility, systematizing procedures, promoting favorable public relations, selecting personnel, and making decisions affecting diagnosis and treatment of patients.

Capacity to relate to people in a manner to win their confidence and establish support.

Flexibility to adjust to changing conditions and the various details of the job.

Physical Demands and Working Conditions: This is light work. Sits and walks throughout the working day.

Talking and hearing to converse with individual members of hospital staff and to address various groups.

Handling office equipment and supplies. May also finger and manipulate medical instruments for diagnosis or during minor surgery.

Visual acuity and depth perception to read reports and perform diagnoses and minor surgery.

Works inside. Usually has own office.

JOB RELATIONSHIPS

Workers supervised: Physicians and surgeons who are members of the hospital staff.

Supervised by: ADMINISTRATOR.

Promotion to: No formal line of promotion. May be promoted to ADMINISTRATOR.

Promotion from: Physician in charge of any of the medical departments.

PROFESSIONAL AFFILIATIONS

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

American College of Hospital Administrators
840 North Lake Shore Drive
Chicago, Ill. 60611

Local, State, and national hospital and medical associations.

Local and State civic and service organizations.

CHAPLAIN

pastoral counselor

JOB DUTIES

Provides religious counseling and guidance to patients, family members, hospital employees, and pastoral students as a part of total patient care:

Meets with members of hospital administrative staff to formulate program policies to provide formal and informal religious services for patients, employees, and attending families. Confers with department heads to explain program and to solicit cooperation in program objectives. Coordinates pastoral care activities with those of other departments to avoid interrupting medical care and to insure adequate spiritual help for the patient.

Visits newly admitted patients on a social or friendly level; makes routine visits to rooms, wards, and other areas, providing counsel and advise on problems and questions of spiritual guidance and personal adjustment. May arrange for interpreters for non-English-speaking patients. Acts as liaison between hospital staff and family and friends of the patient during periods of crisis, such as in critical illness or lengthy surgery. Contacts patient's pastor to inform him of hospitaliation and condition of patient. Performs church rites, such as baptism or final blessings, or agrees for appropriate religious leader to do so, as requested by patient or family. Leads patients in regularly scheduled religious services, or schedules chapel functions that include visiting clergymen.

Participates in discussion group for hospitalized patients of psychiatric ward. Prepares case histories for inclusion in patients' medical records. Plans and supervises the conducting of special religious programs designed to provide therapeutic assistance for patients and employees. Counsels hospital employees who have personal problems that affect work performance.

May develop educational plans for inservice training of pastoral students. Plans seminars and discussion sessions on medical disciplines for religious leaders. Speaks at civic and service organizational meetings to explain pastoral care programs.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Pamphlets and books.

EDUCATION, TRAINING, AND EXPERIENCE

Must have an A.B. degree from an accredited institution, preferably in psychology or sociology. Must also have a B.D. (bachelor of divinity) and Th.M. (master of theology) degrees in psychology from a recognized seminary, divinity school, or college of theology.

A minimum of 3 years of general pastoral care and 2 years of hospital pastoral care experience is required for entry on this job.

Up to 6 months is required to attain adequate proficiency in the administrative, pastoral, and educational aspects of the position, and in the relating of pastoral care to the medical well-being of patients.

WORKER TRAITS

Aptitudes: Verbal ability required in counseling patients and family members, in developing materials for subjects related to the spiritual care of patients, and the relationships between spiritual and medical care.

Interests: A preference for dealing with people and abstract ideas is indicated in relating ideas of a spiritual nature to patients, their families and friends, and staff members, as a means of resolving personal conflicts.

A preference for work involving real or implied dignity is indicated in the role of advisor and counselor.

Temperaments: The worker meets, counsels, and advises individuals from all walks of like, and is not restricted to patients of the hospital but may work with staff members or family and friends of the patient.

Decision as to approach, depth of discussion, choice of words, and manner are all based entirely on sensitivity factors for which no reference points can be cited.

Ministerial training programs and staff and community pastoral education must be developed and coordinated with hospital medical programs to insure smooth functioning and sound instruction for individuals involved.

Physical Demands and Working Conditions: This job is sedentary, but involves considerable standing and walking.

Talking and hearing required to counsel and advise patients, their families and friends, and hospital staff members; to give sermons and lead prayers; and to lecture to groups of ministerial students, community workers, and hospital personnel.

Works inside. May be exposed to diseases since he is called to attend seriously or terminally ill patients.

JOB RELATIONSHIPS

Workers supervised: May have an assistant and clerical help.

Supervised by: ADMINISTRATOR.

Promotion from: May be promoted from a pastoral care student.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

INDUSTRIAL ENGINEER

director, management engineering
management analyst
management engineer
methods analyst
methods engineer
systems analyst, engineering

JOB DUTIES

Performs a variety of engineering work in planning and overseeing utilization of hospital facilities and personnel:

Develops plans, conducts studies, and makes recommendations relative to the hospital's organization, policies, programs, methods, and procedures. Provides assistance and advice in the development of new work methods, systems, and procedures. Coordinates and conducts studies to produce operational improvements in all hospital departments. Conducts research on management and administrative problems. To support sound methods and procedures, develops and installs management report systems to maximize administrative and managerial control. Evaluates major equipment purchases to determine their value in effective utilization of resources. Coordinates the planning and development of changes in physical facilities. Analyzes existing and new operations and departmental units with regard to administrative organization, functional assignment of work, size and composition of work groups, and space and equipment allocations. Conducts work analysis and measurement studies; makes recommendations on the need for, and utilization of, personnel. Standardizes and controls design of forms and other office supplies, and recommends regulations governing their use.

The following duties are specific functions which the INDUSTRIAL ENGINEER can be called upon to perform:

Assist management in increasing the productivity of human and material resources. Assist management in the never-ending task of cost reduction. Develop management information flow systems. Conduct organizational studies and design new organizational systems. Develop data processing and computer control systems. Coordinate development of hospital maintenance policies and programs. Develop communications and reporting systems. Formulate and recommend corporate inventory management policies and procedures. Initiate, develop, and recommend hospital equipment replacement policies. Assist management in developing long-range planning strategies. Develop scheduling procedures. Establish engineering standards of performance for management control. Determine and recommend the optimum use of plant, equipment, and office facilities. Verify economic feasibility of capital expenditure requests. Conduct processing and office methods surveys. Conduct studies on facility location. Identify and solve distribution problems. Perform functional counterpart audit. Furnish liaison services between hospital management and outside consultants and vendors. Provide assistance to all levels of management and outside consultants and vendors. Assist management in decisionmaking through the use of computers or through the development of mathematical models simulating complex hospital problems. Coordinate studies involving line and staff functions crossing departmental lines. Assist management in formulating and developing hospital policies and procedures. Develop and recommend processing and performance control programs.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Procedural and equipment manuals, drawing and writing equipment, equipment specifications, flow charts, diagrams, and statistical tables.

EDUCATION, TRAINING, AND EXPERIENCE

Educational background and professional training vary widely in the field and depend upon the local situation and needs of the institution.

Generally speaking, the minimum educational requirement is a bachelor's degree in industrial engineering. A master's degree is highly desirable and the INDUSTRIAL ENGINEER should be a Registered Professional Engineer. Industrial engineering curricula accredited by the Engineers' Council for Professional Development require (a) courses common to all branches of engineering in physics, chemistry, mathematics through integral calculus, and engineering sciences such as statistics, dynamics, strength of materials, thermodynamics, and fluid mechanics; (b) humanistic social studies; and (c) specialized subjects characteristic of industrial engineering, such as organization planning, motion study, materials handling, and engineering economy.

Two or 3 years of progressive experience in industrial engineering, industrial management, or business administration, some of which should be hospital oriented, usually required.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to comprehend and to utilize engineering techniques and principles as they apply to hospital management problems; to discuss problems and progress; to prepare reports; and to conduct organizational studies and evaluations.

Numerical ability is necessary to select from alternatives to develop optimum systems, procedures, and methods. Level of mathematics varies, from business arithmetic and algebra through integral calculus.

Spatial ability to visualize, prepare, and review two-dimensional graphic representations of workflow or of new designs for workspace and equipment allocation.

Interests: A preference for activities that are technical and analytical as well as abstract and creative in nature to devise new, or modify standardized, hospital systems to meet specific needs of the hospital.

Temperaments: Ability to organize and direct a variety of activities, in developing plans, conducting studies, and making recommendations for hospital facilities and personnel.

Qualified to instruct others in complex principles and techniques, for developing and carrying out plans for better utilization of hospital facilities.

Able to establish and maintain harmonious relationships with other members of the staff and outside contractors.

Capable of making decisions on basis of factual data.

Physical Demands and Working Conditions: Work is sedentary, with occasional standing and walking.

Talking and hearing to discuss and confer with management of hospital and technical personnel in devising suitable engineering methods.

Near-visual acuity to prepare and review flow charts, blueprints, manuals, and specifications.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Technical or clerical personnel.
Supervised by: ADMINISTRATOR.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Hospital Management Systems Society
840 North Lake Shore Drive
Chicago, Ill. 60611

PHYSICIAN, EMPLOYEES' HEALTH CLINIC

employees' physician
health service physician

JOB DUTIES

Conducts preemployment and fitness-for-duty physical examinations and treats illness and injuries sustained by employees during working hours:

Confers with administration and governing board to plan an employee health program; determines its scope, objectives, facilities, and costs.

Performs preplacement physical examination to insure that prospective employee meets physical standards (free from disabilities likely to hinder work performance or involve compensation claims), as set by employing department for the particular job. May make recommendations for correction of remediable physical defects through counseling and referral to a private physician or the outpatient department. Reexamines employees at specified intervals. Recommends further tests and examinations to be performed by cooperating hospital services such as clinical laboratory, radiology, or technical services. Gives anti-flu and other injections; recommends diets and medications. Evaluates findings and recommends suitable job placement.

Treats employees who become ill or are injured during their work shift, performing diagnostic services similar to those of a family physician. Performs minor first aid in the infirmary but refers serious injuries to the hospital emergency room. Treats and/or prescribes for employees with relatively routine patient problems. May guide and counsel in health and minor emotional problems.

Supervises assisting nurses and clerical personnel assigned to the infirmary. Oversees maintenance of case histories, health examination reports, and other medical records. Supervises care of infirmary and ordering supplies and equipment.

Inspects institution and makes recommendations for sanitation and elimination of health hazards.

May be employed full or part time. May visit employees who are confined to their homes. May visit employees on the job to insure that their working conditions are satisfactory.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Thermometers, stethoscope, blood pressure devices, other small instruments, medications, records, reports.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school approved by the Council on Medical Education and Hospitals of the American Medical Association, or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association, or a diplomate of National Board of Medical Examiners or National Board of Osteopathic Examiners. State license where located to practice medicine or osteopathy.

From 3 to 4 years' experience as a general practitioner. Special training or experience in the physical, mental, and social requirements of hospital jobs.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand medical and occupational terminology; to communicate with employees, hospital staff, and outside personnel; and to prepare reports and recommendations.

Numerical ability necessary to deal with a variety of budgeting and statistical relationships involved in operating infirmary.

Spatial perception is necessary to understand functioning of human physiology and to perform diagnostic examinations.

Motor coordination, manual dexterity, finger dexterity, and color discrimination are necessary to perform diagnoses and conduct physical aspects of treatment.

Interests: A preference for working with people for their presumed good, essential in coordinating physical abilities of personnel with satisfactory job situations.

A preference for activities involving people and the communication of ideas, in examining patients, to evaluate findings and make suitable recommendations.

A preference for scientific and technical activities, to comprehend scientific aspects of medical training and clinical practice.

Temperaments: Ability to deal effectively with prospcetive employees in performing physical examinations, and make recommendations for proper job placement.

Capable of evaluating findings of physical examinations and tests against sensory and judgmental criteria.

Physical Demands and Working Conditions: This is light work.

Handling and fingering of medical instruments and equipment as well as patient during physical examination.

Talking and hearing for communicating with patient, staff, and others.

Visual acuity and color vision to detect symptoms or other conditions during diagnosis.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Nursing service and clerical personnel assigned to the infirmary.

Supervised by: ADMINISTRATOR.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

COMMUNICATIONS DEPARTMENT

PURPOSE: To provide communication services between the hospital and the general public and within the hospital complex.

RESPONSIBILITY: To relay incoming and outgoing telephone calls for staff, patients, and the general public; page individuals over public address system; and alert specified individuals and agencies in case of emergencies. The switchboard must be aware at all times of the working schedules of staff physicians and other key personnel for prompt relaying of information.

The department must carefully check all incoming and outgoing calls, both local and long distance, to determine whether they are hospital business or should be charged to an individual. An accurate and complete record of long distance and charged local calls must be kept and proper charge memoranda sent to the business office.

The communications department may be responsible for monitoring light and sound signals, indicating malfunction of engineering equipment such as heating and airconditioning, fire alarm and sprinkler systems, and a critical status of oxygen and nitrous oxide supplies.

AUTHORITY: Large institutions have a separate communications department with a staff supervised by a COMMUNICATIONS COORDINATOR who reports to an ASSOCIATE ADMINISTRATOR. The TELEPHONE OPERATOR, CHIEF supervises all TELEPHONE OPERATORS and any other personnel assigned to the department. The smaller institutions may assign and combine the functions of these workers to any of the various departments; often it is a function of the business office.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: In carrying out its duties the Communications Department must have contact not only with the general public but also with every department within the hospital. An intercom system, operated through the switchboard, pages personnel anywhere in the hospital.

STANDARDS: Equipment is usually leased from the local telephone company that is responsible for maintenance. Telephone service is available 24 hours a day, every day, requiring sufficient personnel to be available for duty all hours of the day or night. High school graduation is preferred for entering any job in the department.

PHYSICAL FACILITIES AND STAFFING: The PBX equipment

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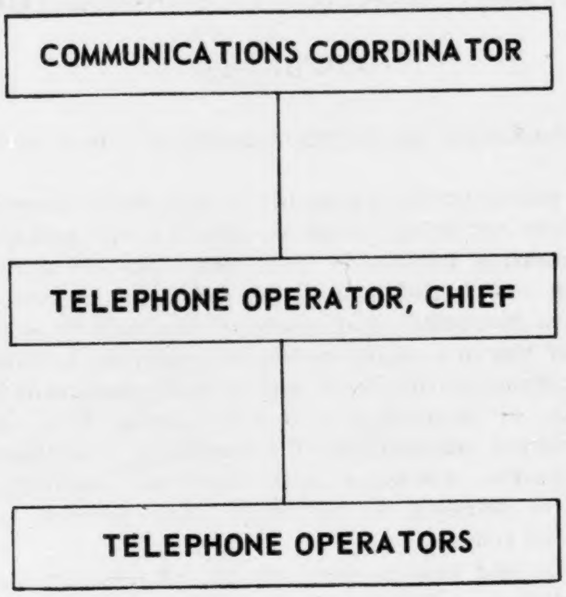
should be in a location exposed to a minimum of outside interruptions in order to facilitate prompt and efficient service at all hours.

In large hospitals the problem is simple. The volume of business is sufficient to warrant a staff of operators with no other duties, and the switchboard can be placed in a room completely shut off from outside contacts. In the small hospitals, the telephone operator may not be kept busy enough to warrant assignment to that service alone, making it necessary for this employee to perform additional duties. If possible, such duties should be routine: Entering entries on accounts, checking invoices, and similar work which can be interrupted when the switchboard demands attention. This arrangement still allows the operator to be separated from the general public.

The practice of having the telephone operator act as RECEPTIONIST or INFORMATION CLERK is not satisfactory, since the duties often conflict and result in neglect of one duty or the other.

COMMUNICATIONS DEPARTMENT


COMMUNICATIONS COORDINATOR
TELEPHONE OPERATOR, CHIEF
TELEPHONE OPERATORS

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

COMMUNICATIONS COORDINATOR

JOB DUTIES

Directs and coordinates the telephone communications services in a hospital:

Confers with adminstrative personnel to determine hospital requirements for communications equipment, such as switchboards, public address paging systems, and extension telephones. Determines specific equipment to be installed, based on anticipated volume of calls and knowledge of available equipment. Writes instruction and procedure manuals to govern switchboard operation and for use in training personnel, applying knowledge of hospital procedures, departmental functions, and specific equipment being used. Determines methods of improving telephone service from discussions with supervisory personnel, observation of switchboard operations, and analysis of service complaints. Arranges with telephone company personnel for special training of workers, as necessary. May perform secondary duties such as switchboard relief.

Reviews records and reports prepared by subordinates for accuracy and completeness. Estimates telephone service costs for use in preparing hospital budget. Prepares records and reports concerning hospital telephone service.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Instruction manual, records, and report forms.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school required. Some employers will allow limited substitution of experience for education.

From 3 to 5 years' total switchboard experience is a standard requisite. Training requirements vary widely among hiring institutions depending on type of experience. Worker must also have had supervisory training.

For workers with prior hospital switchboard experience, a minimum of 6 months of general break-in time is required. For workers lacking hospital experience, a minimum of 1 year is considered necessary.

WORKER TRAITS

Aptitudes: Verbal ability is required to understand specifications on telephone equipment, discuss communications requirements with administrative and telephone company personnel, and write instruction manuals.

Numerical ability is required to prepare budget estimates.

Spatial ability is required to plan layout of communications equipment.

Clerical perception is required to detect errors in forms, reports, and statistics.

Interests: A preference for business contacts, for discussions with administrative and telephone company personnel.

A preference for activities involving people and the communication of ideas to formulate plans and develop procedures for hospital communications activities.

A preference for prestige duties, indicated by authoritative and supervisory aspects of job.

Temperaments: Ability to plan, control, and direct the entire activity of the hospital's telephone communications, including preliminary equipment analysis and selection.

Capability to meet with administrative personnel, telephone company representatives, subordinates, and the public to discuss communications; supervises and directs the activities of subordinates.

Physical Demands and Working Conditions: This work is sedentary.

Talking and hearing to exchange information regarding telephone equipment and services.

Near-visual acuity to examine documents containing statistical information.

Works inside.

JOB RELATIONSHIPS

Workers supervised: TELEPHONE OPERATOR, CHIEF.
Supervised by: ASSOCIATE ADMINISTRATOR.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

TELEPHONE OPERATOR

pbx operator
switchboard operator

JOB DUTIES

Operates multiple-position telephone switchboard to relay incoming, outgoing, and interoffice calls and performs miscellaneous hospital communications and clerical duties:

Refers to the hospital directory to ascertain station number of person called. Inserts plugs on cord board to relay calls and terminates calls at the completion of the conversation, following specified procedures. When operating a cordless type switchboard, instead of plugging cords into jacks to complete calls, manipulates associated keys.

Answers questions of callers according to hospital policy. Takes messages for staff members. Pages authorized personnel over the intercom system. Announces close of visiting hours and other notifications.

Maintains an alphabetical file of patients' names, room locations, and telephone extensions, to expedite relaying of calls. Records each toll charge on printed form. Keeps records of outgoing local calls, telegrams sent by phone, and incoming collect calls. Forwards records to business office for posting.

Records date, time, and name of caller wishing to dictate message over telephone. Inserts belt and starts machine, plugs cord into special jack on switchboard, and informs caller when to begin speaking. Observes machine operation and records ending time of dictation. Inserts belt into protective envelope for delivery to typing personnel.

In large hospitals, the volume of business is sufficient to warrant a staff of operators having no other duties. In small hospitals, often the operator is not sufficiently busy with the telephone service to warrant assignment to that duty alone, making it necessary for the employee to perform additional duties. Such duties are usually routine and can be interrupted when the switchboard demands attention. Alternate duties that may be performed by the telephone operator are: Information clerk or receptionist, greeting and directing visitors and giving routine information; sending and receiving clerical matter to and from other departments of the medical institution; receiving, sorting, and segregating incoming and outgoing mail; transmitting and receiving telegrams; receiving and verifying the amount in petty cash fund; operating a shortwave radio during emergencies (if hospital has this type of equipment, a radio operator's license is required); switching piped music on and off as specified.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Telephone headset, switchboard, elevator communicator, public address system, long-distance logs, message pads, and index of patients.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school or commercial school including courses in typing is required. Three months' experience as operator of similar equipment is preferable.

WORKER TRAITS

Aptitudes: Verbal ability is required in order to converse effectively and to understand orders given under emergency conditions.

Clerical perception is required to accurately and quickly recognize names and numbers in the hospital directory and avoid errors in recording, paging, and time and charge information.

Motor coordination is required to select and insert connecting plug cords into jacks on the telephone switchboard in response to signal lights.

Manual dexterity is required to connect and disconnect cords from jacks.

Interests: A preference for business contacts, to relay routine and emergency telephone calls and to place long-distance calls for patients, medical personnel, and administrative staff.

A preference for routine activities to answer telephone calls and repeatedly page individuals throughout the day, in accordance with established procedures.

Temperaments: Needs patience to receive, relay, and place telephone calls continually throughout the day, in accordance with hospital policies and prescribed methods of switchboard operations.

Courtesy required to deal tactfully with people in job duties beyond giving and receiving instructions.

Physical Demands and Working Conditions: This work is sedentary; reaching involved is to top level of jacks on board.

Talking and hearing required to get information from callers and to page individuals over the public address system.

Near-visual acuity and accommodation required to read names on patient index and small extension numerals on switchboard.

Color vision required to distinguish colored lights on the switchboard.

Works inside.

JOB RELATIONSHIP

Workers supervised: None.

Supervised by: TELEPHONE OPERATOR, CHIEF or ASSOCIATE ADMINISTRATOR.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: TELEPHONE OPERATOR, CHIEF.

PROFESSIONAL AFFILIATIONS

None.

TELEPHONE OPERATOR, CHIEF

chief pbx operator
pbx supervisor
supervisor, telephone and mail

JOB DUTIES

Supervises and coordinates the activities of switchboard personnel engaged in providing telephone services in a hospital:

Plans work schedules and assigns duties to telephone workers on the basis of workload, availability of personnel, and worker preference. Conducts on-the-job training for new workers for switchboard and information desk. Explains and demonstrates changes in hospital policy or work procedures. Observes workers performing duties and monitors their calls to determine their training needs. Recommends changes in techniques or procedures to improve performance. Interviews and hires prescreened applicants. Enforces work rules, recommends merit pay increases, and takes disciplinary action when required. Keeps attendance and hours-worked records and prepares written reports of employee performance, based on observation of work performance.

Reviews for accuracy and completeness the charge slips for toll, long distance, and collect telephone calls. Reconciles monthly statements from telephone company with charge slips to insure correct billing. Keeps records of personal calls made by employees and forwards to appropriate department head for collection.

Explains role of communications in hospital to new hospital employees. Meets with administrative personnel to discuss proposed changes in communications equipment, facilities, and policies.

Informs telephone company or hospital maintenance personnel of equipment malfunction, maintenance and repair requirements, unsafe or unsanitary conditions, and installation of telephone equipment.

Keeps hospital telephone directories up to date. Distributes telephone company directories.

Resolves complaints regarding telephone service.

Prepares and submits to purchasing department weekly requisition forms for supplies.

In some hospitals, may perform duties of subordinates for relief periods; train workers in the operation of belt type dictating machine and shortwave equipment; direct activities concerned with providing information to hospital visitors; and direct the sorting and distribution of hospital mail.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Directories, headsets, manuals, multiple-position switchboard, public address system, various record and report forms, and timecards.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school required. (Radio operator's license sometimes required.) Some employers allow limited substitution of experience for education. From 3 to 5 years' total switchboard experience is the standard requisite. Training requirements vary widely among hiring institutions, depending on type of experience.

Experience may be required in hiring and other supervisory capacities. Up to 1 year of self-orientation and break-in time under general supervision is normally required for the worker to attain adequate proficiency in all job duties.

WORKER TRAITS

Aptitudes: Verbal ability is required to converse with supervisor, subordinates, patients, members of the public, and telephone company employees, and to interpret hospital policies and procedures.

Numerical ability is required to compute charges and to reconcile monthly telephone company bills.

Clerical perception is required to detect and avoid errors in scheduling, charge slips, directories, and reconciliations.

Interests: A preference for business contacts, to be made with hospital staff, patients, and the public. Specialized experience in switchboard work, and control over incoming and outgoing communications systems.

Temperaments: Ability to plan, control, and direct the activities of subordinates in accordance with hospital policies.

Physical Demands and Working Conditions: This work is light.

Reaching and fingering involved in training new workers, operating switchboard, and sorting and changing directories and charge slips.

Diction must be clear and hearing must be unhampered to converse with individuals at all skill and knowledge levels.

Near-visual acuity is required for rapid, accurate reading of charge slips, directories, records, and reports.

Works inside.

JOB RELATIONSHIPS

Workers supervised: TELEPHONE OPERATOR. May also supervise clerical workers assigned to department.

Supervised by: COMMUNICATIONS COORDINATOR or ASSOCIATE ADMINISTRATOR.

Promotion from: TELEPHONE OPERATOR.

Promotion to: COMMUNICATIONS COORDINATOR.

PROFESSIONAL AFFILIATIONS

None.

DATA PROCESSING DEPARTMENT

PURPOSE: To facilitate the processing of business, technical, and medical data (of a clerical nature) for hospital administrative purposes, using electronic data processing techniques and equipment; and to devise new data flow and control procedures to simplify paperwork and achieve economy in the interest of hospital management.

RESPONSIBILITY: To process a variety of data for hospital administration, various hospital departments, and technical and medical personnel. Although variations exist in organizational structures and functional activities, the many operations and steps involved can by systematized. Factors such as size of the institution, amount and type of data to be processed, and relationship of the data to needs of the organization determine the make-up of the department as it is finally established, as well as personnel required for its operation. Few businesses or other activities have needs equal to those of the hospital for speed and accuracy in the communication, recording, processing, and analysis of vital information.

Three methods of data processing can be designated as business electronic data processing, electromechanical data processing, and scientific electronic data processing. In hospitals, the method most used is business electronic data processing. This method includes sorting, collating, comparing, computing, and printing of business clerical data for management or technical personnel, using digital computers and peripheral equipment. For the most part, its application to hospital business problems does not differ from applications in other businesses.

Electromechanical data processing is a forerunner of electronic data processing; there are indications that it is still used in some business and government establishments. It uses punchcards and a system of electromechanical machines such as sorters, collators, and tabulators.

The application of scientific electronic data processing for medical research can be found in large research hospitals or teaching hospitals associated with major universities.

The majority of hospitals with data processing departments use their equipment for routine clerical functions but some are making use of computers for storage and retrieval of data for medical research projects and medical and laboratory reports and statistics.

Some types of functions that can be handled are:

1. Personnel scheduling within a department.
2. Patient billing and accounts receivable.
3. Payroll services, including deductions, printout of paychecks, and personnel records.
4. Medical records, statistics, and cross indexes used in research by residents, interns, and other technical personnel.
5. Maintenance of perpetual inventory and weekly stock status report for expendable supplies to assist purchasing personnel.
6. Miscellaneous routine reports for the personnel department, such as pay scale, hours worked, and data for reports on hospital employment.
7. Laboratory reports on costs of tests, numbers and types of patients.
8. Reports accounting for expenditures on Government grants.
9. Cost studies of various jobs performed by the hospital and Data Processing Department used as a determining factor for allocating costs to various departments.
10. Hospital census of patients including data on number, type, age, etc., of patients per day, per floor, per room; duration of treatment; and doctors and personnel involved.
11. Inventories for departments such as pharmacy and dietary.
12. Miscellaneous reports using data of regular reports to develop information for special studies and requests.
13. Printed menus for the dietary department.

AUTHORITY: The Data Processing Department is the center of business and clerical data handling for the hospital as a whole, and for the various departments in the hospital. Because of this interrelatedness of its functions, the department's authority usually comes from the hospital administration, sometimes through the CONTROLLER (financial management), but sometimes through the ASSOCIATE ADMINISTRATION or ADMINISTRATOR. Uusually the head of the Data Processing Department is designated MANAGER, ELECTRONIC-DATA PROCESSSING, or Director, Data Processing.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: The Data Processing Department is most closely allied to the business department. In carrying out its duties, the department must contact personnel from the administration and other departments in the hospital as well as outside personnel. These contacts involve direct dealings with hospital administrators, department heads, medical staff, local, State and Federal health agencies, and other business, clerical, and technical personnel.

STANDARDS: Standards for matters such as accounting, scope of projects accepted, and treatment of confidential data are determined by the hospital administration and hospital policy. Standards for systems, personnel, equipment, input-output, and feasibility criteria are determined by the deprtment and are incorporated into an Electronic Data Processing Department Manual.

PHYSICAL FACILITIES AND STAFFING: In newly constructed hospital facilities, adequate space is allotted for data processing and computer equipment. Older facilities house the equipment in basements or other quarters where space may be crowded and inadequate.

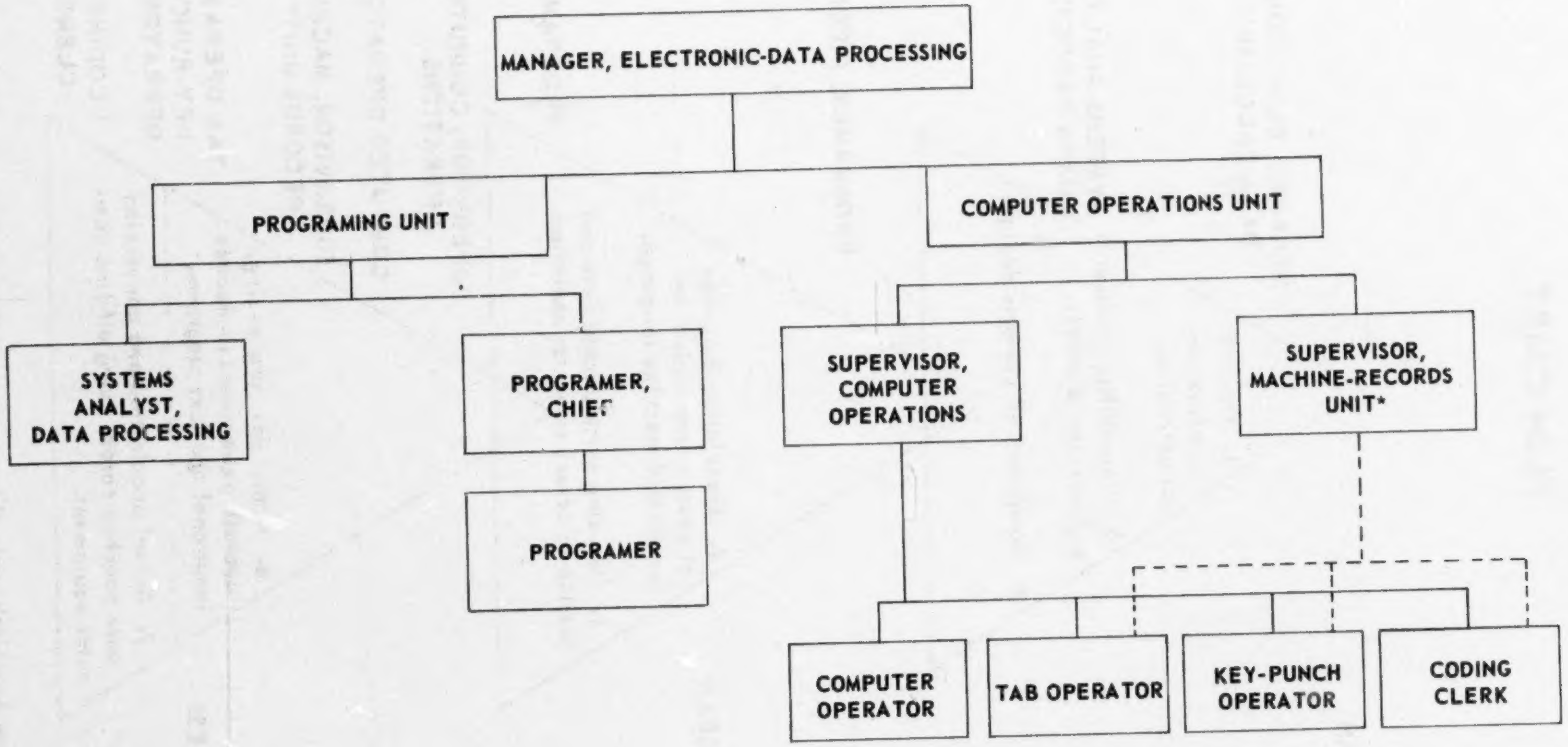
Ideally, the department should be located conveniently for the accumulation of data from all the hospital departments it might serve, and in particular convenient to the business department, for which the largest amount of data is processed.

The equipment ranges from a completely integrated system to combinations of computer(s), on line equipment such as printers and readers, and off line equipment such as sorters, collators, and cardpunches. The equipment may be purchased or leased; because of cost and the rapid advances in equipment, it is usually leased. Equipment is sometimes shared with other local or regional institutions or groups, usually for business-type applications. Testing and major maintenance is usually performed by the manufacturer's maintenance crew.

Within the department there are two distinct subunits that work closely together but should be physically separated. The planning and programing personnel must have quiet, well-lighted, and ventilated quarters. The computer operations and processing equipment produce constant hum or clatter and therefore should be in a soundproof, air-conditioned room to protect the components from excessive dust, humidity, and overheating. The amount, size, and complexity of the equipment varies with the volume and complexity of data to be processed, size of the establishment, and size of the budget.

There is no rigid structure of jobs in all establishments. Basically, three phases in the department's activities are: planning, programing, and processing. The planning phase involves a MANAGER, ELECTRONIC-DATA PROCESSING, who coordinates data processing with the business office functions and directs through subordinates the planning and production activities of the department, and the SYSTEMS ANALYST, DATA PROCESSING who analyzes business and technichal problems, determines feasibility of conversion to programable form, and develops the broad outline of the problem solution. In the programing phase, the PROGRAMER(S) translates the broad outline of the problem into machine language and prepares operating instructions. The processing phase involves the actual operation of the equipment to process data and usually consists of a SUPERVISOR(S), who supervises and controls technical operating personnel; COMPUTER OPERATOR(S), who operates the computer and peripheral equipment; TAB OPERATOR(S), who operates on line and off line machines; KEY-PUNCH OPERATOR(S), who transfers data and operating instructions onto punch card; and the CODING CLERK who converts routine items of hospital information into codes for processing by the operators. Sorting and tabulating duties usually are fairly simple tasks that can be taught to almost any qualified clerical employee. These duties seldom require the full-time services of a single worker, unless the estabilshment has an extensive program. Instead any one of several workers often operates the equipment as the need arises.

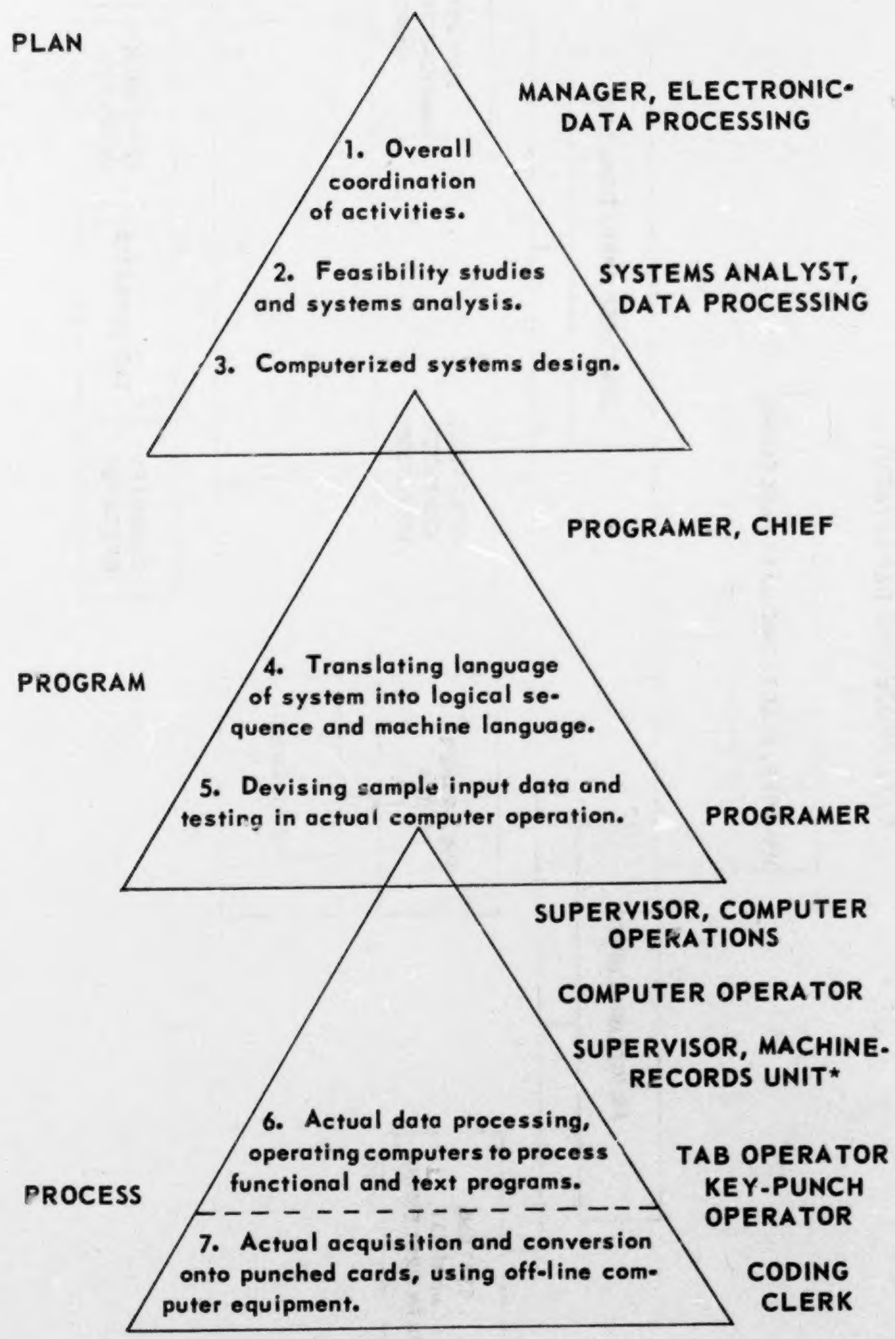
DATA PROCESSING DEPARTMENT


MANAGER, ELECTRONIC-DATA PROCESSING
PROGRAMING UNIT
COMPUTER OPERATIONS UNIT
SYSTEMS ANALYST, DATA PROCESSING
PROGRAMER, CHIEF
PROGRAMER
SUPERVISOR, COMPUTER OPERATIONS
SUPERVISOR, MACHINE-RECORDS UNIT*
COMPUTER OPERATOR
TAB OPERATOR
KEY-PUNCH OPERATOR
CODING CLERK

*If the position of SUPERVISOR, MACHINE-RECORDS UNIT exists, this worker supervises those jobs shown by dotted line.

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

FLOW CHART


PLAN
MANAGER, ELECTRONIC-DATA PROCESSING
SYSTEMS ANALYST, DATA PROCESSING
PROGRAMER, CHIEF
PROGRAM
PROGRAMER
SUPERVISOR, COMPUTER OPERATIONS
COMPUTER OPERATOR
SUPERVISOR, MACHINE-RECORDS UNIT*
TAB OPERATOR
KEY-PUNCH OPERATOR
PROCESS
CODING CLERK

1. Overall coordination of activities.
2. Feasibility studies and systems analysis.
3. Computerized systems design.
4. Translating language of system into logical sequence and machine language.
5. Devising sample input data and testing in actual computer operation.
6. Actual data processing, operating computers to process functional and text programs.
7. Actual acquisition and conversion onto punched cards, using off-line computer equipment.

*In some establishments this worker and the subdivision of this stage do not exist, in which case the SUPERVISOR, COMPUTER OPERATIONS, handles this entire stage and supervises all workers involved in data processing.

MANAGER, ELECTRONIC-DATA PROCESSING

assistant business manager
director, data processing

JOB DUTIES

Directs and coordinates planning and production activities of the Data Processing Department of the hospital:

Consults with hospital management to define boundaries and priorities of tentative projects, to discuss equipment acquisitions, to determine specific information requirements of management and medical staff, and to allocate operating time of computer systems. Confers with hospital department heads involved with proposed projects to insure cooperation and to further define nature of project. Consults with SYSTEMS ANALYST, DATA PROCESSING to define equipment needs.

Reviews project feasibility studies. Revises computer operating schedule to introduce new program testing and operating runs. Reviews reports of computer and peripheral equipment production, malfunction, and maintenance to ascertain costs and plan operating changes in department. Analyzes data requirements and flow to recommend reorganization or departmental realignment. Prepares reports to inform hospital administration of project development and any deviation from projected goals.

Establishes work standards. Assigns, schedules, and reviews work of department personnel. Interprets policies, purposes, and goals of hospital to staff members. Participates in decisions concerning personnel staffing and promotions within the Data Processing Department.

Contracts with management specialists or technical personnel to solve project development problems. Prepares proposals and solicits purchases of systems analysis, programing, and computer services from outside firms. Participates in management conferences, giving information and advice on programing systems designed for more sophisticated applications to problems such as cost analysis and research activities.

May develop and test new programs; write manual for, and compile documentation on, new programs. (See PROGRAMER.)

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Procedural manuals, equipment manuals, flow charts, diagrams, reports, drafting and writing equipment, department records and standardized forms, technical journals, and source materials from other hospital departments.

EDUCATION, TRAINING, AND EXPERIENCE

College degree in business, mathematics, or accounting, with courses in business, computer operations, programing, and systems analysis. Two years of formal post-high school training is necessary for smaller installations.

From 2 to 4 years' experience as SUPERVISOR, COMPUTER OPERATIONS; PROGRAMER, CHIEF; or other supervisory positions in data processing, with experience in systems analysis; or over 1 year of experience as manager of data processing department or assistant manager in a large data processing establishment.

WORKER TRAITS

Aptitudes: Verbal ability to translate technical terminology into terms understandable to hospital management and department heads.

Numerical ability to apply knowledge of linear or differential equations in evaluating work of department and in preparing reports and proposals for management.

Spatial ability to read engineering drawings, charts, and diagrams; to understand presentations, proposed solutions, and progress reports of business or technical problems.

Form perception to see pertinent detail in drawing charts, diagrams, and other presentations.

Clerical perception to detect and avoid errors in reading and preparing reports.

Interests: An interest in scientific and technical subjects to handle understandably the wide range of technical and scientific problems processed through computer.

A preference for business contacts, in directing activities of the Data Processing Department and to promote ideas and services of that department.

Temperaments: Must be able to direct, control, and plan the operations of the department, bringing together knowledge of operations and information needs of department, such as accounting, purchasing, and inventory control.

Required to deal with people such as hospital management staff, department heads, and manufacturers' representatives to exchange information and ideas, discuss equipment and its uses, elicit information from other hospital departments, and answer inquiries from department heads.

Ability to influence hospital management and department heads to enlist their support for acceptance, expansion, and increased sophistication of computer systems.

Required to make judgmental decisions concerning equipment needs, scope of assignments, allocation of computer time, and organization of department.

Required to make decisions based on factual data to evaluate progress or success of computerized projects.

Physical Demands and Working Conditions: This work is sedentary, with occasional standing and walking.

Talking and hearing required in conferences and during exchanges of information.

Near-visual acuity and accommodation required for reading reports and charts.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise SUPERVISOR, COMPUTER OPERATIONS; SYSTEMS ANALYST, DATA PROCESSING; PROGRAMER, CHIEF; SUPERVISOR, MACHINE-RECORDS UNIT.

Supervised by: ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.

Promotion from: SUPERVISOR, COMPUTER OPERATIONS; PROGRAMER, CHIEF; or SUPERVISOR, MACHINE-RECORDS UNIT.

Promotion to: ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

Data Processing Management Association
505 Busse Highway
Park Ridge, Ill. 60068

CODING CLERK

billing clerk
data-processing clerk

JOB DUTIES

Converts routine items of hospital information obtained from records and reports into codes for processing by data-typing or keypunch units, using predetermined coding system and typewriter and adding machine:

Receives stacks of source documents, such as clinic service records, hospital registration forms, and payroll records, which he sorts, segregates, and stacks according to subject matter and priority of handling. Converts information into predetermined codes for printouts. Records by hand or on typewriter, alphabetical, alphanumeric, or numeric codes in prescribed sequence on worksheet or margin of source document for transfer to punchcards or machine input tape.

May maintain card file on individual patient's accounts and answer inquiries concerning status of accounts. May prepare and mail bills.

May be designated according to trade name of computer system used.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, adding machine, rubber stamps, files, ledgers, and records.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is usually required, with 1 year of typing preferred.

Training for 6 to 8 weeks under the direction of an experienced worker is usually provided by the employer.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand written and oral instructions, business terms, abbreviations and mnemonic contractions, and to explain difficulties to supervisor.

Clerical perception is necessary to scan and extract pertinent detail from source documents, and to avoid and detect perceptual errors.

Interests: A preference for routine, concrete, and organized activities to code according to a predetermined, standardized system.

Temperaments: Adaptability for work activities that are repetitive and short cycle in nature. Converts each item into the equivalent code in the allowable time cycle of a few seconds. Must follow specific instructions to convert items to their coded equivalents which are indexed in tables or handbooks.

Physical Demands and Working Conditions: Work is sedentary.

Reaches for, lifts, and handles handbooks, papers, and forms seldom exceeding 5 pounds.

Near-visual acuity to read and convert items to codes.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: CONTROLLER (Financial Management) or SUPERVISOR, COMPUTER OPERATIONS.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

COMPUTER OPERATOR

console operator

JOB DUTIES

Monitors and controls electronic digital computer, to process business and scientific data for hospital, according to operating instructions:

Sets control switches on computer and peripheral equipment, such as external memory, data communicating, synchronizing, input, and output recording, or display devices, to integrate and operate equipment according to program routines, subroutines, and data requirements specified in written operating instructions. Selects and loads input and output units with materials, such as tapes or punchcards and printout forms, for operating runs, or oversees operators of peripheral equipment who perform these functions. Moves switches to clear system and start operation of equipment. Observes machines and control panels on computer console for error lights, verification printouts and error messages, and machine stoppage or faulty output. Types alternate commands into computer console, according to predetermined instructions, to correct error or failure and resume operations.

Reviews error listing on printout to ascertain nature of output errors. Determines required corrections by comparing output with original input data such as daily patient listings. Compiles list of errors and corrections and submits corrected data for repunching. Notifies SUPERVISOR, COMPUTER OPERATIONS of errors or equipment stoppage.

Clears unit at end of operating run and reviews schedule to determine next assignment. Records operating and downtime.

Selects prewired panels or wires control panels of peripheral equipment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Digital computer (console, printer, card punch); peripheral equipment (sorter, collator, card punch); keypunch machines; adding machine; manuals, punchcards, magnetic tape.

EDUCATION, TRAINING, AND EXPERIENCE

A high school education meets the minimum educational requirements of some employers, but an increasing number of employers are demanding an additional several months to 2 years of technical school training in data processing. This training usually includes such courses as data processing mathematics, accounting, business practices, elementary programing, and operation of computers, peripheral equipment, and tabulating machines.

The employer or computer manufacturer usually provides 1 to 3 weeks of formal instruction for the specific computer system to be operated. Length of on-the-job training and experience required ranges from a few months to 1 year since computer systems and equipment vary both in complexity and in the need for operator intervention.

Except in small units, a mimimum of 3 to 6 months' prior experience in operation of peripheral equipment frequently is required.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to comprehend technical language of operating instructions and equipment manuals and to explain clearly any operating problems and difficulties in interpreting program intent.

Numerical ability is necessary to prepare operating records, time computer runs, and adhere to fixed operating schedule, and to discuss operating difficulties with programing personnel or supervisor.

Spatial perception is necessary to wire control panels for peripheral equipment.

Form perception is necessary to identify flaws in input and output materials.

Clerical perception is necessary to avoid perceptual errors in preparing operating records, and to recognize alphabetic, numeric, and mnemonic symbols.

Motor coordination, to set up machines and to move keys and switches rapidly to quickly correct errors or stoppages.

Interests: Interest in concrete and organized activities, to operate machines according to specific and detailed instructions.

A preference for working with machines and processes to continuously operate and monitor the equipment that comprises the computer system.

Temperaments: Nature of work requires ability to perform a variety of tasks subject to frequent change. This involves the simultaneous operation of a console and a variety of peripheral equipment, the integration of which varies from program to program, or even during a single operating run. Rapid transfer of attention from one piece of equipment to another is demanded.

Accuracy required to operate system effectively and minimize downtime and rescheduling of runs. Carelessness in following written and oral instructions can cause extensive rebuilding of program or input data, or even lead to irrecoverable loss of data.

Physical Demands and Working Conditions: Work is light. Lifts, carries, and positions tape reels, punchcard decks, output froms, and control panels; weight seldom exceeds 20 pounds.

Stands and walks frequently when loading and monitoring machines.

Reaches for and fingers switches and keys on console and peripheral machines. Wires control panels, loads and removes input and output materials.

Talking and hearing for frequent exchange of information concerning program and system requirements with other workers, and to give or receive instructions.

Near-visual acuity and accommodation to follow detailed operating log, moniter computer and peripheral machines for signs of malfunction, and analyze console messages or high-speed printer output for cause of error stoppage.

Color vision to distinguish between colored wires when wiring control panels, identify color-coded cards or forms, and moniter colored display lights if used.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: SUPERVISOR, COMPUTER OPERATIONS or PROGRAMER.

Promotion from: No formal line of promotion.

Promotion to: SUPERVISOR, COMPUTER OPERATIONS.

PROFESSIONAL AFFILIATIONS

None.

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KEY-PUNCH OPERATOR

card-punch operator
printing-card-punch operator

JOB DUTIES

Operates alphabetic and numeric key-punch machine, similar in operation to electric typewriter, to transcribe data from source material onto punchcards and to reproduce prepunched data in hospital Data Processing Department:

Attaches skip bar to machine and previously punched program card around machine drum to control duplication and spacing of constant data. Loads machine with decks of punchcards. Moves switches and depresses keys to select automatic or manual duplication and spacing, selects alphabetic or numeric punching, and transfers cards through machine stations. Depresses keys to transcribe new data in prescribed sequence from source materials into perforations on card.

Inserts previously punched card into card gage to verify registration of punches. Observes machine to detect faulty feeding, positioning, ejecting, duplicating, skipping, punching, or other mechanical malfunctions and notifies supervisor. Removes jammed cards using prying knife.

May tend machines that automatically sort, merge, or match punchcards into specified groups. May key punch numerical data only and be designated KEY-PUNCH OPERATOR, NUMERIC.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Key-punch machines, verifier machine, master layout sheets, work sheets and other source materials, tabulating punchcards, and prying knife.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduate preferred with demonstrated proficiency in typing on standard or electric typewriter. High school or business school training in key-punch operations is desirable.

One week of training in key-punch operation is frequently provided by employer or manufacturer of equipment.

WORKER TRAITS

Aptitudes: Verbal ability required to understand oral and written instructions such as manufacturers' operating manuals, also to learn operation of machine.

Clerical perception required to perceive pertinent detail in tabular materials consisting of combinations of letters and numbers, and to avoid perceptual error in transferring this data to punchcards.

Motor coordination to read work sheets and simultaneously operate keyboard of approximately 40 keys to punch data on cards.

Finger dexterity to move switches on machine.

Interests: A preference for organized and routine activities to transfer data onto punchcards.

Temperaments: Adaptability to perform repetitive duties of operating key-punch machine.

Ability to follow specific instructions and set procedures to transfer data onto punchcards.

Required to work to precise and established standards of accuracy to key-punch data at high rate of speed.

Physical Demands and Working Conditions: Work is sedentary with infrequent lifting of decks of cards when loading machine.

Reaches for and handles code sheets, business records, and decks of cards.

Finger switches and keys to operate machine.

Near-visual acuity to read copy when key punching.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: SUPERVISOR, COMPUTER OPERATIONS or SUPERVISOR, MACHINE-RECORDS UNIT.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: Promotion may be through addition of supervisory duties.

PROFESSIONAL AFFILIATIONS

None.

PROGRAMER

computer programer
digital-computer programer

JOB DUTIES

Converts symbolic statement of business and technical problems in hospital to detailed logical flow charts for coding into computer language:

Analyzes all or part of workflow chart or diagram representing hospital business or technical problem by applying knowledge of computer capabilities, subject matter, algebra, and symbolic logic to develop sequence of program steps. Confers with PROGRAMER, CHIEF, or MANAGER, ELECTRONIC-DATA PROCESSING, and representatives of hospital department concerned with program, to resolve questions of program intent, output requirements, input data acquisition, extent of automatic programing and coding use and modification, and inclusion of internal checks and controls.

Writes detailed, logical flow chart in symbolic form to represent work order of data to be processed by the computer system, and describes input, output, arithmetic, and logical operations involved. Converts detailed, logical flow chart to language processable by computer. Devises sample input data to provide test of program adequacy. Prepares block diagrams to specify equipment configuration. Observes or operates computer to test coded program, using actual or sample input data. Corrects program errors by such methods as altering program steps and sequence. Prepares written instructions (run book) to guide operating personnel during production runs.

Analyzes, reviews, and rewrites programs to increase operating efficiency or adapt to new requirements. Compiles documentation of program development and subsequent revisions.

May specialize in writing programs for a particular make and type of computer. May instruct or assist in instruction of trainees in principles of programing and program coding.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Code books, diagrams, flow charts, punchcards, procedural manuals, drafting tools (rulers, drafting pens), and computer units.

EDUCATION, TRAINING, AND EXPERIENCE

Minimum requirement is high school graduation with 6 months, to 2 years, technical training in computer operations and in general principles of programing and coding. Where installations are concerned with the application of the computer to complex areas such as medical research, a college degree in mathematics is preferred.

Experience required is 6 months to 1 year as a peripheral equipment operator, or as a programer trainee. However many employers are hiring inexperienced workers who qualify on a preliminary test, then provide the new employee with inservice training in programing and coding.

WORKER TRAITS

Aptitudes: Must have verbal ability to understand and analyze oral or written statements concerning a variety of business and technical problems, and be able to discuss them with others.

Must have numerical ability to interpret workflow charts, program problems, and to understand machine logic. Level of mathematics varies from arithmetic and algebra for simple business data processing problems to differential equations and mathematical statistics for involved problems.

Must have spatial ability to interpret diagrammatic representations of workflow, and to visualize flow of data through computer system to prepare computer block diagrams and logical flow charts.

Must possess form perception to see pertinent detail in symbols when reading, interpreting, or preparing charts, diagrams, and code sheets.

Interests: An interest in technical activities to effectively analyze problems, and to design logical flow charts and block diagrams.

An interest in activities that are carried out in relation to processes, techniques, and machines to plan sequence steps, prepare instructions, and test programs.

Temperaments: Required to make judgmental decisions to plan logical sequence of steps and prepare logical flow chart for a project, keeping in mind capacities and limitations of computer and integrated machine units.

Must be able to conform to accepted standards and techniques in developing and testing programs, and to write clear instructions for computer operators to follow.

Physical Demands and Working Conditions: Work is sedentary, requiring occasional lifting and carrying of items seldom exceeding 10 pounds, such as source materials, run books, and documentations.

Talking and hearing to communicate with systems, program coding, and operating personnel.

Near-visual acuity and accommodation required to review statistical data and interpret charts and diagrams.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PROGRAMER, CHIEF.

Promotion from: This may be an entry job on the professional level, or may be promotional from COMPUTER OPERATOR.

Promotion to: PROGRAMER, CHIEF or SYSTEMS ANALYST, DATA PROCESSING.

PROFESSIONAL AFFILIATIONS

Data Processing Management Association
505 Busse Highway
Park Ridge, Ill. 60068

PROGRAMER, CHIEF

coordinator, computer programing
lead programer
senior programer

JOB DUTIES

Plans, schedules, and directs preparation of programs to process business and medical data for hospital by electronic data processing equipment: Consults with administration and systems analysis personnel to clarify program intent, indicate problems, suggest changes, and determine extent of automatic programing and coding techniques to use. Assigns, coordinates, and reviews work of programing personnel.

Develops own programs and routines from workflow charts or diagrams. Consolidates segments of program into complete sequence of terms and symbols. Breaks down program and input data for successive computer passes, depending on such factors as computer storage capacity and speed, extent of peripheral equipment, and intended use of output data. Analyzes test runs on computer to correct or direct correction of coded program and input data. Revises or directs revision of existing programs to increase operating efficiency or adapt to new requirements. Compiles documentation of program development and subsequent revisions.

Trains subordinates in programing and program coding. Prescribes standards of terminology and symbology to simplify interpretation of programs. Collaborates with computer manufacturers and other users to develop new programing methods. Prepares records and reports.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Code manuals, procedural manuals, drafting tools, research data for department requesting program, diagrams, flow charts, and punchcards.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a technical school or college with training in business administration, computer programing, data processing mathematics, logic, and statistics is the usual educational requirement.

A minimum of 2 years' experience in programing for the same or similar computer system, or broad and complex projects is usually required. Experience should indicate knowledge of organization structure and workflow, and also reflect proven ability to supervise others and coordinate work activities of the group supervised with that of other organizational units of hospital.

Inservice training courses lasting 2 weeks on changes in machine languages may be provided by employer. On-the-job training in other aspects of the job generally last 1 year.

WORKER TRAITS

Aptitudes: Verbal ability required to present oral and written reports and recommendations and to read technical literature about changes in techniques and equipment.

Numerical ability required to program at level of linear and Boolean algebra (logic) to minimize expensive programing and debugging time. Mathematics at level of differential equations and probability theory frequently required when an organization is developing or using sophisticated, integrated management information and forecasting systems.

Spatial ability to interpret systems statement, develop general and detailed computer flow charts, and prepare block diagrams that indicate hardware configuration.

Form perception to see pertinent detail in charts, diagrams, and code sheets composed of symbols.

Clerical perception to refer to manuals and written instructions and to review own work. This requires accurate indentification of numbers, letters, words, and acronyms as well as ability to grasp general content.

Interests: A preference for technical activities in order to apply mathematics and logic in converting proposed hospital business and technical systems to computer-processable form.

Temperaments: Versatibity to perform a variety of duties, covering problems from different but related hospital activities such as inventory control or medical projects.

Must be able to direct, control, and plan development of business and technical programing activities of hospital to meet schedules.

Administrative ability required to deal with subordinates for purposes of control and coordination, and with systems analysis and hospital administrative personnel to resolve questions of intent and programing difficulties.

Required to make judgmental decisions based on experience, to assign personnel, and select and apply techniques that will produce programs that are fastest or most flexible, at the least cost.

Able to make decisions based on factual data to evaluate adequacy of completed program by comparing program, test, and operating runs with prescribed standards of terminology, accuracy, and time.

Physical Demands and Working Conditions: Work is sedentary. Lifts and carries source and output data, books, charts, and diagrams, the weight seldom exceeding 10 pounds.

Stands, and on occasion walks when instructing or in conference.

Speaking and hearing needed for instruction and conference.

Near-visual acuity needed to prepare, integrate, or modify complex programs, making use of a variety of charts, diagrams, and handbooks.

Works inside.

JOB RELATIONSHIPS

Workers supervised: PROGRAMER.
Supervised by: MANAGER, ELECTRONIC-DATA PROCESSING.

Promotion from: PROGRAMER.
Promotion to: MANAGER, ELECTRONIC-DATA PROCESSING.

PROFESSIONAL AFFILIATIONS

Data Processing Management Association
505 Busse Highway
Park Ridge, Ill. 60068

SUPERVISOR, COMPUTER OPERATIONS

supervisor, data processing
supervisor, electronic-data processing

JOB DUTIES

Supervises and coordinates activities of workers who operate electronic data processing machines for hospital Data Processing Department:

Assigns personnel and schedules workflow to facilitate production. Directs training or trains personnel in operation of computers and peripheral and off-line auxiliary equipment.

Works with programing personnel in testing new and revised programs. Develops operating methods to process data, such as devising wiring diagrams for peripheral equipment control panels, and making minor changes in canned (standardized) programs or routines to modify output content or format. Directs insertion of program instructions and input data into computer, and observes operations.

Aids operators in locating and overcoming error conditions. Makes minor program and input data revisions through computer console to maintain operations. Notifies programing and maintenance personnel if unable to locate and correct cause of error or failure. Revises operating schedule to adjust for delays.

Prepares or reviews records and reports of production, operating, and downtime. Recommends changes in programs, routines, and quality control standards. Consults with MANAGER, ELECTRONIC-DATA PROCESSING about problems such as including new program testing and operating runs in schedule and arranging for preventive maintenance time. Coordinates flow of work between shifts to assure continuity.

May supervise personnel engaged in key-punching, data typing, and tabulating.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Computers, peripheral and offine equipment, charts, graphs, diagrams, operating manuals, personnel policy documents, punch cards, magnetiic tapes, program printouts, run books, wiring equipment, and wiring diagrams and panels.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is the minimum requirement. Training in business administration, mathematics, and accounting is regarded as particularly desirable. Some employers require a college degree, particularly in large institutions where work duties are largely adminstrative, and in order to enhance the worker's promotion potential.

Usually a minimum of 1 to 3 years' experience is required in operating computers, peripheral, and offline equipment. Experience in supervising personnel is desirable.

WORKER TRAITS

Aptitudes: Verbal ability required to train and supervise computer operations personnel, confer with other hospital supervisory and technical personnel, and prepare oral or written reports and records.

Numerical ability required to level of arithmetic and algebra necessary to cope with errors or stoppage situations in computer operations; to plan operating changes; and to prepare a variety of reports, often on a daily basis such as revision of average time requirements for processing data or cost allocations to departmental users.

Spatial and form perception to prepare wiring diagrams, wire control panels for peripheral machines, and operate equipment.

Clerical perception to review records of production, operating and downtime, and recognize pertinent detail in computer printout dumps (rejects).

Interests: A preference for business contacts, to support and confer with hospital management, technical personnel, suppliers of input data, and users of computer output, and to supervise and train computer operations personnel.

A preference for technical activities in order to keep informed on operation of new equipment and on new techniques for operating current machines.

Temperaments: Adaptability to perform a variety of tasks subject to frequent change, such as training and assigning personnel, accomodating changes in production schedules to meet priority runs, maintaining records, and developing new operating procedures.

Must be able to direct, control, and plan the activities of computer operators, satellite input-output computer operators, on-line and off-line peripheral equipment operators, and tape librarians.

Essential requirement to deal with people, such as other hospital departmental supervisors to resolve problems, concerned with scheduling, and adequacy and accuracy of input data.

Required to make decisions on a judgmental basis to set up work assignments that make maximum use of workers' knowledge and ability, and most effective and economical use of computers and peripheral equipment.

Required to make decisions on a factual basis when developing schedules for processing programs, relating such factors as date of program receipt, priority assignment, estimated run time, and available computer time. Compares output requirements against available equipment, and existing programs, routines, wiring, diagrams, and control panels to determine need for developing or modifying operational methods, or altering operating schedule.

Physical Demands and Working Conditions: Work is light, requiring frequent standing and walking and occasional lifting and handling of reels of tape decks of punchcards, and control panels weighing up to 20 pounds.

Talking and hearing to give oral instructions, assign work, and train personnel. Confers with management and others, discussing such items as budget requirements and staffing, machine capability, and production problems.

Near-visual acuity required to frequently analyze records, prepare reports, study program run books, and read technical literature.

Works inside.

JOB RELATIONSHIPS

Workers supervised: COMPUTER OPERATOR; TAB OPERATOR; KEYPUNCH OPERATOR; CODING CLERK.

Supervised by: MANAGER, ELECTRONIC-DATA PROCESSING.

Promotion from: COMPUTER OPERATOR OR PROGRAMER.

Promotion to: MANAGER, ELECTRONIC-DATA PROCESSING.

PROFESSIONAL AFFILIATIONS

Data Processing Management Associations
505 Busse Highway
Park Ridge, Ill. 60068

SUPERVISOR, MACHINE-RECORDS UNIT

tabulating supervisor

JOB DUTIES

Supervises and coordinates activities of workers engaged in keeping records and tabulating reports in hospital, using punchcard and off-line computer equipment, such as tabulating, key-punch, and sorting machines:

Schedules work assignments for operators depending on workload and personnel available. Trains new employees in operation of key-punch, sorter, collator, interpreter, and other machines and equipment.

Sets up machine for new operations. Diagrams wiring connections according to machine function to be performed, following manual instructions. Wires control boards, making circuit connections according to wiring diagrams, or supervises workers who perform this function. Verifies machine output to determine machine malfunctions and accuracy of operators. Directs care and cleaning of machines.

Develops logical sequence with use of department's record machines and writes operating instructions for TAB OPERATORS.

Keeps records and reports regarding production, equipment, operating costs, and personnel and submits to administrative personnel for review.

May handle all eprsonnel matters concerning operators. May make mechanical adjustments and repairs in an emergency. May assist administrative officials in planning new accounting methods and design of cards and forms for new clerical processes.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Accounting machines, calculating machines, collators, control panels, code books, diagrams, flow charts, hand tools (such as screwdrivers, and wrenches), interpreter, key-punch machine, master layout forms, paper stock, personnel and production forms, procedural guides, punchcards, reproducer, sorter, verifier, and work sheets.

EDUCATION, TRAINING, AND EXPERIENCE

Most employers accept applicants who are high school graduates. Some employers also require one or more of the following: A college course in accounting, a 6-month course in data processing, or high school courses in general business or bookkeeping. In addition, continuing education after placement in the job is often required in order to keep up with changes in equipment and procedures.

Experience of 1 or 2 years in operating most all data processing equipment is required, with an additional 1 year's experience at supervisory level. On-the-job training lasting 6 months to 1 year is given.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand machine accounting terminology and to be able to communicate with punchcard accounting operators and members of accounting and administrative staffs.

Numerical ability is necessary to compute processing time, and prepare schedules, cost and production records.

Spatial perception is necessary to prepare wiring diagrams and wire control panels.

Form perception is necessary to perceive sequence and spacing of pertinent details in master layout sheets, which are used in developing logical sequence.

Clerical ability is necessary to detect errors in statistical and accounting tabulations, personnel and inventory records.

Interests: An interest in business contacts is necessary to effectively supervise off-line computer equipment operators, and confer with hospital accounting and administrative personnel.

A preference for technical activities for knowledge and usage of accounting machines and other equipment.

Temperaments: An aptitude to direct, plan, and supervise activities of equipment operators who handle the more routinized data processing functions.

Ability to deal with people in a variety of capacities: Advising, instructing staff, and reviewing their performance; and conferring with personnel of other hospital departments.

Capability to evaluate by set limits or tolerences is necessary to prepare wiring diagrams and machine operating instructions.

Physical Demands and Working Conditions: Work is light. Worker often lifts and carries wired control panels weighing 5 to 20 pounds, and pushes them into computer equipment settings. Loads input and output materials weighing up to 20 pounds into computer equipment.

Handles and fingers card decks when inserting and removing them from off-line equipment; uses similar dexterity when inserting wires in control panels.

Talking and hearing are needed to communicate with employees and other hospital personnel.

Near-visual acuity and accommodation are needed to read computer language, wiring diagrams and reports, to shift vision from reference sources to work sheets, and to examine coding and spacing on punchcards.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise KEY-PUNCH OPERATOR, TAB OPERATOR and CODING CLERK.

Supervised by: MANAGER, ELECTRONIC-DATA PROCESSING or by a supervisor in the Financial Management Department.

Promotion from: KEY-PUNCH OPERATOR, TAB OPERATOR, or CODING CLERK.

Promotion to: MANAGER, ELECTRONIC-DATA PROCESSING or to a supervisory position in the Financial Management Department.

PROFESSIONAL AFFILIATIONS

Data Processing Management Association
505 Busse Highway
Park Ridge, Ill. 60068

SYSTEMS ANALYST, DATA PROCESSING

commercial systems analyst and designer
data methods analyst
methods analyst
procedures analyst

JOB DUTIES

Analyzes business and technical problems for hospital departments, working with problems such as inventory control, cost analysis systems, or medical projects, to refine their formulation and convert them to programable form for application to electronic data processing systems:

Confers with MANAGER, ELECTRONIC-DATA PROCESSING, hospital administrative personnel, medical staff members, or heads of hospital departments involved to ascertain specific output requirements, such as types of breakouts, degree of data summarization, and format for reports. Confers with personnel of operating departments to devise plans for obtaining and standardizing input data.

Studies current systems or develops new systems and procedures to devise workflow sequence. Analyzes alternative means of deriving input data to select most feasible and economical method. Develops process flow charts or diagrams in outline, then in detailed form for programing, indicating external verification points, such as audit trial printouts.

May work as member of team, applying specialized knowledge to one phase of project development. May coordinate activities of team members. May direct preparation of programs.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Procedural and equipment manuals, electronic computing equipment, computer programs, drawing and writing equipment, equipment specifications, flow charts, diagrams, and statistical tables.

EDUCATION, TRAINING, AND EXPERIENCE

College graduation including courses in business administration and accounting usually required for entrants without prior experience in data processing. Some employers, while requiring a college degree, do not require a specific major or specified courses. Many employers waive formal education requirements for workers they employ who have had several years of manual and machine experience prior to computer conversion.

Experience requirements range from no experience in establishments that have facilities for inservice training, to 2 to 4 years' experience in systems analysis, computer operation, or programing, including experience as a PROGRAMER, or PROGRAMER, CHIEF.

On-the-job training for 6 months to 1 year is given by employer.

WORKER TRAITS

Aptitudes: Verbal ability to discuss problems and progress, prepare reports, and make annotations for graphic representations of work.

Numerical ability to select from alternatives to develop optimum system, procedures, and methods. Mathematical investigation is often necessary of such factors as variations in volume of input data and frequency of appearance of exceptions to normal workflow in processing. Level of mathematics varies from business arithmetic and algebra to differential equations.

Spatial ability needed to visualize, prepare, and review two-dimensional graphic representations of workflow.

Form perception to identify nonverbal symbols on records such as block diagrams and flow charts.

Clerical perception to avoid visible errors and recognize pertinent detail in the recording and identifying of letters and numbers, often in abbreviated or acronymic combinations.

Interests: A preference for activities that are technical and analytical, and those that are abstract and creative, to devise new or modify standardized computer-oriented systems to meet the specific needs of the hospital.

Temperaments: Ability required to deal with people in conferences and interviews.

Capable of making judgmental decisions to select from alternatives when devising optimal system.

Required to make decisions on basis of factual data to design system within machine capability.

Physical Demands and Working Conditions: Work is sedentary, with occasional standing and walking.

Occasional handling of source documents, books, charts, and other records that seldom exceed 10 pounds.

Talking and hearing to discuss and confer with management of hospital and technical personnel to devise suitable systems.

Near-visual acuity required to prepare and review workflow charts and diagrams.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Generally none. May supervise one or more PROGRAMERS.

Supervised by: MANAGER, ELECTRONIC-DATA PROCESSING.

Promotion from: PROGRAMER.

Promotion to: MANAGER, ELECTRONIC-DATA PROCESSING.

PROFESSIONAL AFFILIATIONS

Data Processing Management
Association
505 Busse Highway
Park Ridge, Ill. 60068

Systems and Procedures Association
of America
7890 Brookside Drive
Cleveland, Ohio 44138

Data Processing Department   Computer-Peripheral-Equipment Operator
213.382

TAB OPERATOR

assistant console operator
data-processing-machine operator
machine unit operator
tabulating machine operator
tape handler

JOB DUTIES

Operates on-line or off-line peripheral machines in hospital Data Processing Department, according to instructions, to transfer data from one form to another, print output, and read data into and out of digital computer:

Mounts and positions materials, such as reels of magnetic or paper tape onto spindles, decks of cards in hopper, bank checks in magnetic ink reader-sorter, notices in optical scanner, or output forms and carriage tape in printing devices. Sets guides, keys, and switches according to oral instructions or run-book to prepare equipment for operation. Selects specified wired control panels or wires panels according to diagrams and inserts them into machines. Presses switches to start off-line machines such as card-tape converters, or to interconnect on-line equipment, such as tape or card computer input and output devices, and high-speed printer or other output recorder.

Observes materials for creases, tears, or printing defects and watches machines and error lights to detect machine malfunction. Removes faulty materials and notifies supervisor in case of machine stoppage or error.

Unloads and labels card or tape input and output and places them in storage or routes them to library.

Separates and sorts printed output forms, using decollator, to prepare them for distribution.

May operate punchcard tabulating machines, such as sorters and collators.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Accounting machine, collator, interpreter, key-punch machine, digital computer, printer, reader, reproducer, sorter, verifier, flow charts, diagrams, master layout forms, operating manuals, handtools (for inserting prewired control panels), paper stock, blank printing forms, printed checks, bills, and processed data.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required. Post-high school training in operation of electronic or electromechanical data processing equipment is desirable.

Inexperienced workers may be accepted where employer provides for inplant or on-the-job training. If the employer does not provide such training, an applicant must have 6 months' to 2 years' experience operating data processing machines.

WORKER TRAITS

Aptitudes: Verbal ability required to read written instructions and handbooks and to communicate with supervisor about operating functions.

Spatial ability required to follow diagrams to wire control panels, position and thread tapes onto spindles, or position decks of cards in hopper.

Clerical perception to identify and record, without error, data such as dates, program numbers, hospital departments, and routing on forms.

Motor coordination and finger and manual dexterity to load and unload machines quickly and minimize downtime, to thread ribbons of tape over guides and through rollers, and to handle cards and tapes deftly without bending, tearing, or damaging otherwise.

Color discrimination needed to connect wires to specified terminals according to their colors when wiring control panels, or to recognize display lights and their meanings by colors.

Interests: A preference for routine and organized activities to follow well-defined instructions for any of several different machines.

An interest in activities concerned with machines, processes, and techniques to operate various machines.

Temperaments: Worker must be adept at performing a variety of tasks involving frequent change to operate a number of machines in varying combinations and sequences.

Must be detail-oriented.

When operating peripheral equipment, must adhere to established standards of accuracy, such as observing printer output forms for defects in alinement, spacing, margin, and overprinting. Immediate response to indication of error in operation of peripheral equipment is vital.

Physical Demands and Working Conditions: Work is light, involving frequent standing and walking when operating machines and lifting and carrying tapes, cards, and forms, which do not exceed 20 pounds.

Reaches, handles, and fingers to mount tapes onto spindles, position decks of cards in hoppers, and thread tape through guides and rollers of peripheral units or wire control panels.

Near-visual acuity required to read labels on reels, to wire plugboards from diagrams, to scan printout for error, and to read operating instructions and handbooks.

Color vision needed to distinguish between various colors of wires to insure correct wiring of control panels.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: SUPERVISOR, COMPUTER OPERATIONS.

Promotion from: No formal line of promotion. This may be an entry job.
Promotion to: Promotion is through addition of supervisory duties.

PROFESSIONAL AFFILIATIONS

None.

FINANCIAL MANAGEMENT DEPARTMENT

PURPOSE: To manage the hospital's financial activities and keep administration informed of financial condition of institution for purpose of hospital planning and control; and to admit patients to hospital in accordance with policies and regulations established by governing authority and administration.

RESPONSIBILITY: Responsible for the financial activities of the hospital which encompass receipt of revenues, expenditure of funds, and conservation of hospital assets. As a basis for performing these and related administrative functions, this department maintains extensive accounting and statistical records. It records all financial transactions including control of cash, income and expense, purchase and disposal of capital assets, estimates cost of free service rendered indigent patients, and related transactions. The responsibility includes development of payroll records and payment of salaries.

Another function of the Financial Management Department is to prepare budgets for ensuing fiscal periods. Many factors are considered in the preparation of a budget including estimated needs of various departments, departmental expenses of previous periods, anticipated patient census and income, and general economic and market conditions.

Similarly, the Financial Management Department is responsible for preparation of reports of departmental income and expenses, and comparisons of gross earnings and costs of revenue-producing departments. Such reviews and reports are of assistance in setting rates. The department is also responsible for preparation of all reports to outside agencies; most important are reports for cost reimbursement purposes which can determine the hospital's financial position.

The department may have responsibility for developing administrative systems and procedures; this can include responsibility for the data processing function, if one exists.

In most hospitals, the Financial Management Department has the responsibility for determining a patient's ability to pay established rates for services, and making necessary financial adjustments if patient cannot meet his full obligation. This credit function includes the responsibility for collecting unpaid bills.

The Admitting Office of the Financial Management Department is responsible for determining patient's eligibility for admission to the hospital. The Admitting Office evaluates each applicant in terms of stated purposes of the hospital; controls number of patients admitted and room assignments; admits patients to various services promptly, graciously, and in an orderly manner; maintains records of patients awaiting admission and those already in the hospital; and develops confidence in, and understanding of, activities of the hospital by the patient and the general public.

Admitting functions revolve around admitting, transferring, and discharging patients. Preadmission reservations for an accommodation are made at the request of a member of the medical staff, except for emergency patients who are admitted in accordance with existing policy. Personal, financial, and statistical information are obtained from the patient or relative. The patient is informed about activities and rules of the hospital, and is referred or escorted to accommodations. All departments concerned with care, treatment, diagnosis, or recordkeeping are notified of patient's admission. It may be the assigned responsibility of the Admitting Office to schedule use of operating room facilities, and give routine information concerning condition of patients.

AUTHORITY: The Financial Management Department is the center of operation of all financial affairs of the hospital. Large institutions may have an ASSOCIATE ADMINISTRATOR who is directly responsible for management of the Financial Management Department and indirectly, through heads of departments, for functioning of related activities outside the Financial Management Department. Usually the head of the Financial Management Department is designated CONTROLLER.

The Admitting Office may be organized in a number of ways, depending on the size of the institution and the average number of admissions. In the large hospital, the admitting function is usually under the direction of an ADMITTING OFFICER who is responsible to the CONTROLLER. In smaller hospitals, admitting may be combined with some related function within the Financial Management Department.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: In carrying out its duties the Financial Management Department must contact not only the general public, but also every department within the hospital. These contacts involve direct dealings with the governing authority; patients; medical staff; executive committees; local, State, and Federal health agencies; and numerous other groups, agencies, and individuals.

The Admitting Office personnel form the initial contact made by a patient upon entering the hospital. The impression created during this interview has great impact on the attitude of both the patient and his relatives or friends. In allocating beds and making reservations at the request of members of medical staff, the Admitting Office has an important role in establishing good relationships for the hospital. In addition, this office has contact with the Medical Records Department in order to start patient records, and with Clinical Laboratories Department, Dietary Department, resident or attending physician, and Nursing Service Department so that the treatment process may be set in motion.

STANDARDS: Complete accounting records are vital in describing the status and activity of the institution. To facilitate accounting procedures in hospitals, the American Hospital Association has developed a manual of recommended accounts and statistical records to serve as a basis for developing a sound hospital accounting system.

PHYSICAL FACILITIES AND STAFFING: Well-equipped and conveniently located offices must be provided. The department should be located to be of convenient access by the general public as well as for various departments of the hospital, but much of its work requires a degree of concentration which demands privacy and isolation from frequent interruptions. Present-day accounting and other business procedures demand mechanization for efficiency, even in smaller hospitals. Consequently, most hospital financial management departments utilize typewriters, adding machines, calculators, bookkeeping machines, and similar equipment. In larger hospitals, the department may utilize electronic data processing equipment.

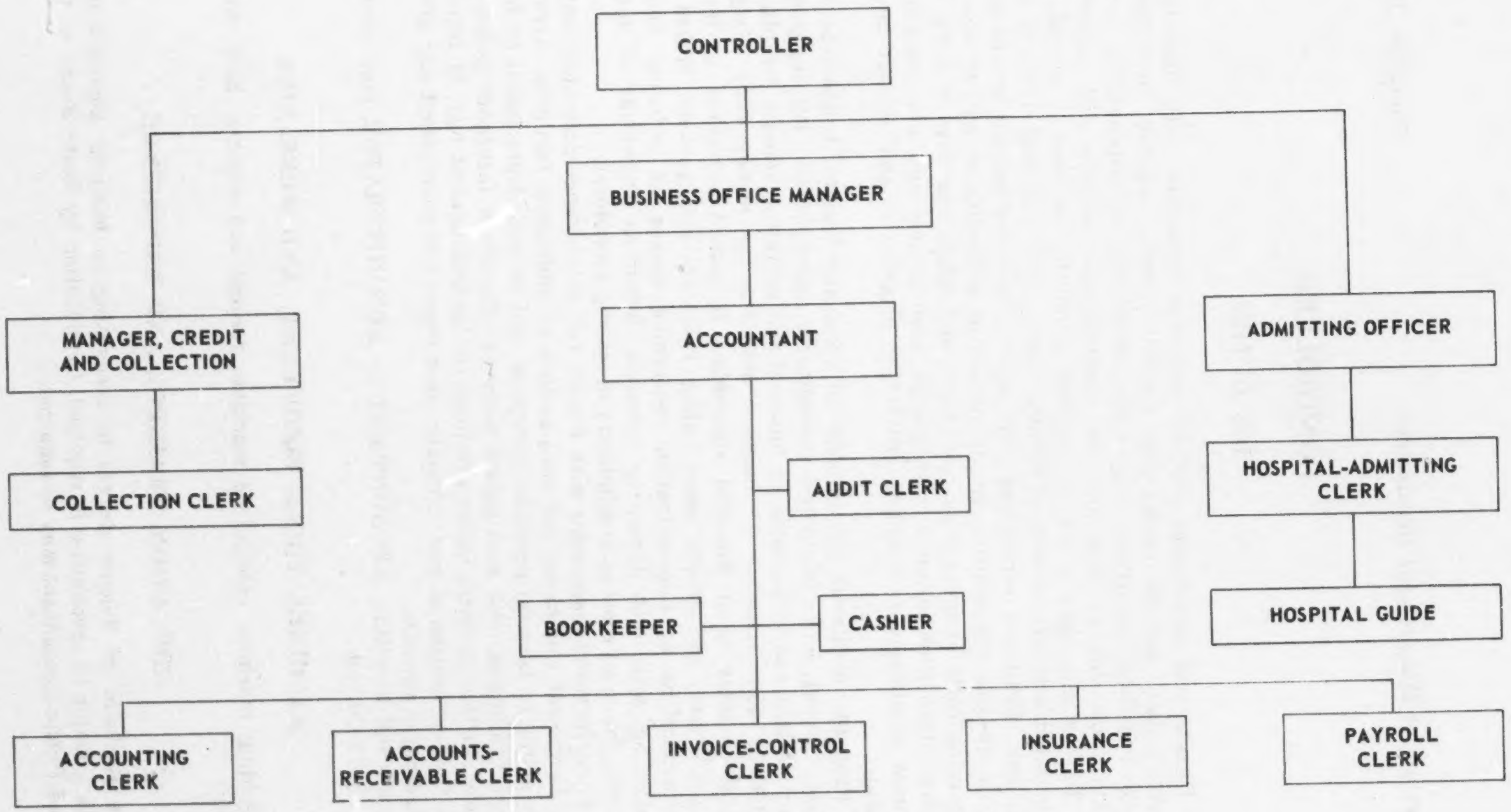
The department is organized in a variety of ways depending on the size of the hospital. Under the direction of a CONTROLLER, it may be subdivided into a number of separate sections such as accounting, data processing, payroll, admitting, credit and collections, and purchasing. In smaller hospitals, some or all of these functions may be combined. For example, an ASSOCIATE ADMINISTRATOR may act as CONTROLLER, and an ACCOUNTANT may be employed to handle recordkeeping functions. CASHIERS, BOOKKEEPERS, CLERKS, and SECRETARIES are employed to handled clerical and other routine procedures.

The Admitting Office should be located near the hospital entrance. Reception rooms should be pleasant, with warmth and cheerfulness. Privacy for patient and relatives while in the admitting office is essential.

The ADMITTING OFFICER may supervise a number of Admitting Clerks and other clerical assistants. In smaller hospitals the admitting functions may be performed by a staff member whose time is divided between admitting and such related functions as credit, information, or medical records.

Admitting personnel should be thoroughly trained in hospital policies and procedures, and use tact and courtesy in all dealings with the public.

FINANCIAL MANAGEMENT DEPARTMENT


CONTROLLER
BUSINESS OFFICE MANAGER
MANAGER, CREDIT AND COLLECTION
ACCOUNTANT
ADMITTING OFFICER
COLLECTION CLERK
AUDIT CLERK
HOSPITAL-ADMITTING CLERK
BOOKKEEPER
CASHIER
HOSPITAL GUIDE
ACCOUNTING CLERK
ACCOUNTS-RECEIVABLE CLERK
INVOICE-CONTROL CLERK
INSURANCE CLERK
PAYROLL CLERK

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

CONTROLLER

JOB DUTIES

Directs and coordinates hospital activities concerned with financial administration, general accounting, patient business services, and financial and statistical reporting; may have administrative responsibility for the data processing function and for administrative systems and procedures:

Devises and installs new or modified accounting systems to provide complete and accurate records of hospital assets, liabilities, and financial transactions. Evaluates accounting and patient business service procedures to plan methods for insuring timely receipt of payments on patient accounts, reducing costs of accounting operations, and expediting flow of work. Compiles information about new equipment, such as cost and labor saving features, application to hospital accounting procedures, and storage requirements.

Prepares, or directs subordinates in preparing hospital budgets based on past, current, and anticipated expenditures and revenues. Directs compilation of data and preparation of financial and operating reports for planning effective administration of hospital activities by management. Prepares detailed analyses of financial statements to reflect variances in income, expenditures, and capital asset values from previous periods. Makes recommendations to administration concerning means of reducing hospital operating costs and increasing revenues, based on knowledge of market trends, financial reports, and industry operating procedures

Participates in discussions with finance committee concerning such matters as equipment purchases and construction of additional facilities. Arranges for audits of hospital accounts. Computes and records depreciation on buildings, equipment, and real estate holdings. Examines insurance policies to ascertain that hospital assets are properly insured against loss. Is responsible for preparation of cost reimbursement reports to government and private third-party agencies.

In small hospitals, ACCOUNTANT or ADMINISTRATOR may perform duties of this job.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, records and reports, EDP equipment.

EDUCATION, TRAINING, AND EXPERIENCE

A Bachelor of Science degree in accounting or business administration with a major in accounting is required. Certification by State Board as Certified Public Accountant may be required.

Usually 3 to 5 years' experience as BUSINESS OFFICE MANAGER or ACCOUNTANT is required.

Requires from 6 to 9 months' on-the-job training to become thoroughly familiar with hospital policies and procedures.

WORKER TRAITS

Aptitudes: Verbal ability required to discuss financial problems with department representatives and administrative personnel and to prepare oral and written reports.

Numerical ability required to analyze problems and develop accounting systems to accurately control financial activity of hospital.

Interests: A preference for activities involving business contacts for participation in conferences with management and to advise and inform others regarding financial matters.

A preference for prestigious activities resulting from directing the entire financial operations of the hospital.

A preference for the communication of ideas, in directing the operation and revision of accounting systems, interpreting financial statements to administrative officials, and coordinating activities with other departments.

Temperaments: Ability to perform a variety of duties, ranging from direct involvement in report analysis to coordination of accounting procedures with other departments.

Capability to direct, plan, and control all financial activities of the hospital.

Ability to deal with people in nonsupervisory situations requiring considerable tact in securing cooperation from administrative officials and other hospital personnel.

Required to make decisions on a judgmental basis in developing new accounting procedures.

Physical Demands and Working Conditions: Work is sedentary. Reaches for and handles records, reports, and correspondence.

Talking and hearing essential in discussing financial matters with administrative officials and department heads and to issue directives to subordinates.

Works inside. Usually has own office.

JOB RELATIONSHIPS

Workers supervised: ACCOUNTANT; ADMITTING OFFICER; BUSINESS OFFICE MANAGER; and MANAGER, CREDIT AND COLLECTION. May also supervise PURCHASING AGENT and MANAGER, ELECTRONIC-DATA PROCESSING.

Supervised by: ADMINISTRATOR.

Promotion from: No formal line of promotion. May be promoted from BUSINESS OFFICE MANAGER or ACCOUNTANT.

Promotion to: No formal line of promotion. May be promoted to ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

National Association of Accountants
505 Park Avenue
New York, N.Y. 10022

American Institute of Certified
Public Accountants
666 Fifth Avenue
New York, N.Y. 10019

Hospital Financial Management
Association
840 North Lake Shore Drive
Chicago, Ill. 60611

ACCOUNTANT

JOB DUTIES

Applies principles of accounting and statistical analysis to install and maintain general accounting system in hospital, and prepares financial and operating reports from statistical data:

Evaluates existing procedures for recording assets, liabilities, and financial transactions to determine methods for reducing time and cost of accounting operations, applying knowledge of advanced accounting techniques, business systems, and improved tabulating and recording machines. Devises and installs new or modified bookkeeping and accounting procedures for use by accounting and business office personnel.

Organizes and directs the posting of entries to such ledgers as general, accounts payable, and accounts receivable. Examines entries posted in ledgers and journals for accuracy and compliance with established accounting procedures and policies. Runs trial balance of general ledger to insure that debits and credits balance. Verifies entries in ledger with source data to resolve balance discrepancies. Audits cash receipts, disbursements, payroll timecards, and inventory records for accuracy and procedral requirements.

Prepares or directs preparation of hospital operating reports and financial statements from general and subsidiary ledger entries for use in financial administration of hospital. Computes net income, expenses, and profit and/or loss for each operating department of hospital, based on such factors as patient revenue, material and supply costs, and staff salaries and wages. Prepares current and comparative analysis reports and statements reflecting variations in costs and revenues, and financial condition of hospital. Compiles and prepares budget estimates from anticipated operating costs, revenues, and expenses submitted by hospital department supervisors. Submits budget to CONTROLLER for approval. Computes and files tax returns, patient welfare and hospitalization insurance reports, and other regular or special reports required by government agencies. Prepares cost reimbursement reports to government and private third-party agencies.

The position of ACCOUNTANT will vary with the size and organization of hospital as well as with the organization of the department itself. This job may be combined with that of BUSINESS OFFICE MANAGER or CONTROLLER. In smaller hospitals, the ACCOUNTANT may handle details of general accounts, accounts payable, accounts receivable, and payroll.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, bookkeeping machine, calculating machines, ledgers, records, reports, EDP equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a recognized college or university with a degree in accounting, or a degree in business administration with a major in accounting may be required. Certification by State Board as Certified Public Accountant may also be required. A minimum requirement would be graduation from a recognized business college with an associate degree in accounting.

Up to 3 years' accounting experience is usually required.

Usually requires 6 to 9 months' on-the-job training to become thoroughly acquainted with hospital administrative policies and accounting procedures.

WORKER TRAITS

Aptitudes: Verbal ability is required to issue instructions to subordinates, present oral and written reports, and to read technical literature about changes in accounting techniques and equipment.

Numerical ability is required to analyze accounting problems and comparative reports.

Clerical ability is required to detect bookkeeping and statistical errors in ledger postings or statistical reports.

Interests: A preference for technical activities in order to effectively analyze accounting problems and to devise improved procedures.

A preference for activities carried out in relation to processes, techniques, and machines in order to plan sequence steps and prepare instructions.

Temperaments: Worker is required to make judgmental decisions concerning new accounting procedures and new equipment needs, to reduce time and cost of accounting operations.

Physical Demands and Working Conditions: Work is sedentary. Reaches for and handles ledgers, journals, and documents.

Frequently fingers keyboard of adding machine and calculator.

Talking and hearing essential to communicate with accounting personnel.

Near-visual acuity required to review statistical data and prepare detailed financial and statistical reports.

Works inside. Worker often has own office.

JOB RELATIONSHIPS

Workers supervised: May supervise BOOKKEEPER; AUDIT CLERK; CASHIER; ACCOUNTS-RECEIVABLE CLERK; INVOICE-CONTROL CLERK; ACCOUNTING CLERK; and PAYROLL CLERK.

Supervised by: CONTROLLER.

Promotion from: No formal line of promotion. May be promoted from BOOKKEEPER after additional formal training.

Promotion to: No formal line of promotion. May be promoted to CONTROLLER.

PROFESSIONAL AFFILIATIONS

American Institute of Certified Public Accountants
666 Fifth Avenue
New York, N.Y. 10019

National Association of Accountants
505 Park Avenue
New York, N.Y. 10022

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

American Association of Hospital Accountants
840 North Lake Shore Drive
Chicago, Ill. 60611

ACCOUNTING CLERK

JOB DUTIES

Performs a variety of duties related to keeping accounts and records in the Financial Management Department of hospital:

Adds totals posted by other workers on accounts receivable ledgers, using adding machine, and balances figures with amounts shown on charge slips and cash receipts. Classifies accounts receivable according to categories, such as insurance accounts, collection agency accounts, and private accounts to identify specific sources of income. Compiles expenditures for each department as directed.

Compares entries on accounts payable ledgers with invoices received from vendors to verify accuracy of posting. Types checks for payment of bills, and submits checks to supervisor for signature. Files check stub with accounts payable records, and posts data and amount of check to account ledger.

Posts receipt and disbursement of funds to appropriate hospital accounts. Balances register with cash receipts. Verifies the posting of various accounting entries.

Computes hours worked from employees' timecards and records payroll information on payroll forms. Transmits forms to bank for preparation of payroll checks. Compares returned payroll checks with information recorded on form for accuracy. May prepare and type checks. Keeps personnel records pertaining to vacation and sick leave, wage and salary information, and performance and promotion.

Files documents, such as ledgers and payroll in alphabetically arranged files. Prepares administrative reports as directed. Types correspondence for supervisor. Explains work procedures to clerical workers.

This job will usually be found in smaller hospitals where it combines the duties of INVOICE-CONTROL CLERK; ACCOUNTS-RECEIVABLE CLERK; and PAYROLL CLERK.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, cash receipt slips, checks, ledgers, payroll records, typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in typing, bookkeeping, and other commercial courses is required. One to 2 years of additional course work in accounting-bookkeeping at the business college level is highly desirable.

Usually 1 year of related accounting or posting experience is required.

Usually 3 to 6 months' on-the-job training is required.

WORKER TRAITS

Aptitudes: Verbal ability required to comprehend principles of bookkeeping and accounting, and to answer questions regarding paychecks, financial statements, and various statistical data.

Numerical ability required to compute financial data either by hand or by machine.

Clerical ability required to discern and avoid errors in posting and copying figures.

Motor coordination required in posting figures from one source to another, rapidly and accurately.

Eye-hand-coordination and finger dexterity required to operate office machines.

Interests: A preference for activities that are routine and organized in order to keep systematic accounts and records.

Temperaments: Practical by nature; required to perform routine, repetitive tasks according to established accounting procedures and methods.

A liking for details; required to maintain precise standards of accuracy in balancing accounts.

Physical Demands and Working Conditions: Work is sedentary.

Reaching, handling, and fingering are required in posting data, filing ledgers, and operating office machines.

Near-visual acuity and accommodation required to read data posted on various accounts.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: BUSINESS OFFICE MANAGER or ACCOUNTANT.

Promotion from: No formal line of promotion. May be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

ACCOUNTS-RECEIVABLE CLERK

bookkeeping machine operator, accounts receivable
posting clerk

JOB DUTIES

Keeps systematic set of hospital accounts-receivable records and posts charges to individual ledger accounts of hospital patients, using bookkeeping machine:

Compares amounts on charge slips and credit notices with hospital rate and charge schedules to verify accuracy of amounts posted. Consults with department heads to resolve errors in accounts. Posts charges to individual accounts by hand or by machine. Summarizes entries in individual patient accounts and compares totals with totals of charge and credit slips to insure accuracy. Posts summaries to general ledger, or may forward data to other workers for posting.

Periodically computes trial balance on accounts receivable, using adding machine. Receives and files charge slips and reports. May compute, type, and mail itemized statements, showing balance outstanding on individual accounts, to individuals or their representatives. Occasionally may perform cashiering duties. May be a lead worker, designated as Accounts-Receivable Manager. In smaller hospitals the duties of this job may be combined with INVOICE-CONTROL CLERK; ACCOUNTING CLERK; and INSURANCE CLERK.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, bookkeeping machine, cash receipts, charge slips, ledgers, office supplies, rate schedules, typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in typing and bookkeeping required.

Usually 6 months to 2 years of previous experience in bookkeeping and accounting is required.

One to 3 months' on-the-job training is required.

WORKER TRAITS

Aptitudes: Numerical ability required to perform calculations and computations necessary in bookkeeping.

Clerical perception required in detecting and avoiding errors in statistical records.

Finger dexterity and motor coordination required to work keys of typewriter, adding machine, and bookkeeping machine, and to copy data from one set of records to another rapidly and accurately.

Interests: A preference for routine, organized work adaptable to systematic recordskeeping.

Temperaments: Practical and detail-oriented; work is performed according to established bookkeeping standards and procedures, requiring little independent judgment.

Physical Demands and Working Conditions: Work is sedentary. Stands and walks about office to obtain various ledgers and reports.

Near-visual acuity required to read and copy statistical data rapidly with high degree of accuracy.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: BUSINESS OFFICE MANAGER; ACCOUNTANT; or MANAGER, CREDIT AND COLLECTION.

Promotion from: No formal line of promotion. May be an entry job.

Promotion to: No formal line of promotion. Promotion may be through increased supervisory and administrative duties.

PROFESSIONAL AFFILIATION

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

ADMITTING OFFICER

director of admitting

JOB DUTIES

Makes future reservations for patients, arranges for admission of patients to hospital, and directs and coordinates activities of hospital admitting office personnel:

Determines hospital privileges of physician who is making reservations by checking against a staff list. Records information that identifies physician and patient, type of accommodation desired, insurance coverage, date of admission, and type and date of operation if case is surgical. Reviews list of unoccupied beds and makes preadmission reservations according to type of case and accommodation desired. Frequently forwards admission form to patients to be filled out in advance of hospitalization.

Interviews patient, his relatives, or other responsible individual to obtain identifying and biographical information. Interprets hospital regulations to patient concerning visitors, visiting hours, and disposition of clothing and valuables. Explains rates, charges, services, discounts, and hospital policy regarding payment of bills. May request partial payment in advance. Notifies particular hospital division to expect patient and arranges for escort of patient to room or ward station. If patient is brought into emergency room, secures necessary information from patient, or from relative or person accompanying patient. Assigns bed or, if patient is to be sent home, explains emergency room charges and arranges for payment. Enters information on record book and forwards cash to business office. Explains differences in rates and charges to patients desiring change of accommodations, and arranges for change. May obtain signature for surgery from legally responsible patients or relatives. Notifies pertinent departments of patient's admission in accordance with established procedures.

Prepares work schedule for department personnel, based on workload and the number of employees available to perform the tasks. Directs subordinates in such duties as preparing admitting forms, room transfers, admitting reports, and maintaining a current bed index of patients in hospital. Reviews completed work for accuracy and returns improperly prepared admitting records and forms for correction.

Interviews and hires new employees and assigns them to various sections of the department. Arranges for on-the-job training for new employees. Requests wage increases, transfers, and promotions for admitting office personnel. Conducts periodic staff meetings to inform staff of changes in admitting office policies and procedures.

Coordinates admitting procedures with activities of other departments. Places patient's valuables in office safe and issues receipt. May place requests for use of operating room. May answer inquiries concerning condition of patient in accordance with regulations governing such information. May notify family when patient is placed on critical list. May contact police in connection with admission of patients classed within police or medicolegal area. In smaller hospitals the duties usually assigned to the credit department are frequently assigned to this job.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Admitting forms, admitting records, personnel records, room index, timecards, work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a recognized college or university is required. Course work should include psychology, sociology, and personnel and business administration. Some employers prefer a graduate nurse.

Usually requires 1 to 2 years' experience in an accredited hospital or social agency.

Usually 3 months' on-the-job training required to become familiar with admitting office policies and procedures.

WORKER TRAITS

Aptitudes: Verbal ability required to communicate effectively with patients, doctors, and hospital staff members, exercising high degree of tact and poise, and occasionally overcoming language barrier. Also required to understand and apply knowledge of medical terminology.

Numerical ability required to estimate potential patient costs, insurance coverage, and financial arrangements in meeting obligations by patient.

Clerical ability required to recognize pertinent detail in reports and to identify errors in omission or calculations when reviewing admittance records.

Interests: A preference for business contacts to deal with patients, their families, medical personnel, and hospital employees.

A preference for prestigious activities, to direct the admitting functions of a hospital.

Temperaments: Responsibility to direct all activities relating to admitting patients, and dealing with them, as well as physicians, hospital staff members, and others involved with admitting section.

Independent thinking, to exercise own judgment in determining actions in emergency situations, and in maintaining control of room occupancies.

Analytical, to evaluate other information from established criteria, such as interpreting policies and issuing information on room rates and hospital regulations.

Physical Demands and Working Conditions: Work is sedentary. Reaches for and handles admitting records.

Talking and hearing essential in giving and receiving information regarding admitting procedures and room assignments.

Works inside. Usually has own office.

JOB RELATIONSHIPS

Workers supervised: HOSPITAL-ADMITTING CLERK and HOSPITAL GUIDE.

Supervised by: May be supervised by CONTROLLER; ASSOCIATE ADMINISTRATOR; or BUSINESS OFFICE MANAGER.

Promotion from: No formal line of promotion. May be promoted from HOSPITAL-ADMITTING CLERK.

Promotion to: No formal line of promotion. May be promoted to BUSINESS OFFICE MANAGER or CONTROLLER.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

AUDIT CLERK

JOB DUTIES

Verifies accuracy of figures, calculations, and postings pertaining to hospital business transactions recorded by other workers:

Examines individual patient ledger cards, admittance forms, statements, and similar hospital records for completeness. Verifies accuracy of figures, calculations, and postings of hospital charges, payments, discounts, and account balances, using adding machine. Contacts department heads and other responsible individuals to resolve discrepancies found, such as omission of payments, incorrect charges, and failure of hospital departments, in order, to bill services rendered.

Calculates adjustments required to correct discrepancies from information received and prepares adjustment ticket showing such information as name of patient, account number, and reason for adjustment. Routes adjustment ticket ledgers and other records to other workers for posting of correct data. May answer mail and telephone inquiries concerning discrepancis in hospital accounts. May keep records of patients transferred from inpatient to outpatient status. May prepare charge tickets for blood received from hospital blood bank or for other special services.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, admitting forms, billing statements, ledgers, typewriters.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in bookkeeping required.

Usually requires 1 year of prior bookkeeping experience.

One month's on-the-job training is required.

WORKER TRAITS

Aptitudes: Numerical ability required to verify accuracy of calculation by computation and to calculate adjustments in charges.

Clerical perception required to detect errors in computation and posting.

Interests: A preference for routine activities which involve checking data in prescribed manner and filling out adjustment forms.

Temperaments: Practical by nature, since work duties performed are short-cycle, repetitive operations carried out according to standard procedures.

Detail-minded; computations and adjustments must be accurate.

Physical Demands and Working Conditions: Work is sedentary.

Reaches for and handles ledgers, statements, and other billing forms.

Fingers keys of typewriter, adding machine, and calculating machine.

Near-visual acuity required to read various record postings quickly and accurately.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: BUSINESS OFFICE MANAGER or ACCOUNTANT.

Promotion from: No formal line of promotion. May be promoted from BOOKKEEPER.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

BOOKKEEPER

JOB DUTIES

Maintains a complete and systematic set of records of all financial transactions of hospital:

Records details of hospital financial transactions in appropriate journals and subsidiary ldegers from sources such as charge slips, requisitions, and payroll records. Summarizes and balances entries recorded in individual journals and ledgers, and transfers data to general ledger. Prepares financial statements, income statements, and cost reports to reflect financial condition of hospital. Traces errors and records adjustment to correct charges or credits posted to incorrect accounts. Compiles financial data from various accounts and ledgers, and records summaries in standard format to reflect profits and losses of hospital operations.

Computes and records cash receipt summaries. Reconciles canceled payroll and accounts payable checks with bank statements and verifies bank balance with statements. May prepare withholding, social security, and tax returns. May operate bookkeeping and calculating machines. May supervise and train new business office employees. In smaller hospitals, worker may handle details of accounts receivable, accounts payable, and payroll.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, charge slips, ledgers, office supplies, typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation including courses in bookkeeping, accounting, business English, and mathematics required. Some employers may require additional courses in bookkeeping or accounting at the college level.

Usually 1 to 2 years' experience in accounting or bookkeeping is required.

About 3 months' on-the-job training is required.

WORKER TRAITS

Aptitudes: Verbal ability required to understand and apply principles and procedures of bookkeeping and accounting.

Numerical ability required to make arithmetic computations either with or without adding or calculating machines.

Clerical ability required to detect and avoid errors in posting figures between accounts.

Motor coordination and finger dexterity required to operate typewriter and adding and calculating machines.

Interests: Preference for work involving routine, concrete duties, for posting and computing figures and preparing financial statements following standard methods and procedures.

Temperaments: Worker needs disposition to perform duties in accordance with standard, well-defined work procedures.

Strict adherence to detail; worker must meet rigid standards of accuracy in computations and calculations to limits of 1 cent.

Physical Demands and Working Conditions: Work is sedentary.

Reaching, handling, and fingering required in posting on ledgers, filing financial data, and using typewriter and calculating machine.

Near-visual acuity and accommodation required in posting figures which are transferred from one ledger to another and in comparing figures on statements and invoices with those in ledgers.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Usually none. May supervise clerical assistants.

Supervised by: BUSINESS OFFICE MANAGER or ACCOUNTANT.

Promotion from: No formal line of promotion. May be promoted from INVOICE-CONTROL CLERK; ACCOUNTS-RECEIVABLE CLERK; or PAYROLL CLERK.

Promotion to: No formal line of promotion. May be promoted to ACCOUNTANT.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

Financial Management Department **Manager, Office 169.168**

BUSINESS OFFICE MANAGER

manager, business office

JOB DUTIES

Supervises and coordinates activities of personnel in the business office of a hospital:

Organizes office operations, such as typing, bookkeeping, preparation of payrolls, and other clerical services. Maintains sufficient flow of work by evaluating office production and revising procedures accordingly. Directs supervisors responsible for other clerical and administrative functions. Standardizes office procedures and initiates policy and procedural changes. Directs department operations to prepare and retain records, files, and reports in accordance with hospital standards. Plans office layouts, requisitions office supplies and equipment, and initiates cost reduction programs. Reviews clerical and personnel records to insure completeness, accuracy, and timeliness. Coordinates activities with those of other departments. Prepares activity reports to help guide management. May participate in budget preparation.

Interviews and hires new business office employees and assigns them to various section of the Financial Management Department. May arrange on-the-job training for new employees. Conducts periodic staff meetings to inform staff of changes in policies and procedures. In some hospitals the duties of MANAGER, CREDIT AND COLLECTION are combined with this job.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Accounting records, work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a recognized college or university with a degree in business or hospital administration is required.

Two years' experience in office management, preferably in a hospital or similar institution, is required.

Usually requires 3 to 6 months' on-the-job training.

WORKER TRAITS

Aptitudes: Verbal ability required to interpret and explain hospital business policies to employees and staff members.

Numerical ability required to prepare activity reports and determine accuracy of numerical work of employees.

Interests: A preference for prestigious activities, to direct all business activities within a hospital and to schedule, assign, and review work of subordinates.

Temperaments: Worker must have ability to plan, control, and direct all activities of the business office.

Tact required to deal effectively with subordinates, employees, and other staff members in carrying out functions of the business office.

Clear thinking required to make judgmental decisions in initiating business office policy and procedural changes.

Physical Demands and Working Conditions: Work is sedentary.

Reaches for and handles various hospital documents and forms.

Talking and hearing important to communicate effectively with business office personnel.

Near-visual acuity required in reviewing work of subordinates and in preparing statistical reports.

Works inside. Worker usually has own office.

JOB RELATIONSHIPS

Workers supervised: BOOKKEEPER; AUDIT CLERK; CASHIER; ACCOUNTS-RECEIVABLE CLERK; INVOICE-CONTROL CLERK; ACCOUNTING CLERK; PAYROLL CLERK. May supervise INSURANCE CLERK and COLLECTION CLERK.

Supervised by: CONTROLLER.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. May be promoted to CONTROLLER.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

CASHIER

JOB DUTIES

Receives payments from patients for hospital and medical services rendered, and records amount received; stores personal articles of patients admitted to the hospital:

Examines charge or credit slips to detect errors on charges posted to individual accounts. Corrects errors as necessary. Computes and totals bills using adding machine or cash register. Explains charges and answers questions concerning accounts. Receives payments in full from patients being discharged, by cash or check, and issues receipt for amount received. Attaches copy of receipt to patient's ledger card and files. Keeps record of all payments received. Refers patient to credit department when he cannot make payment for full amount. Signs discharge slip for patients whose accounts have been paid in full. Takes in partial payments from individuals and insurance companies which have been mailed; writes and forwards receipts. Answer telephone inquiries concerning patient account balances.

Totals moneys received on cash register, and verifies total with cash on hand. Reconciles totals if errors are found. Counts and packages money. May prepare bank deposits. Prepares reports of daily transactions and forwards cash, receipts, and other records to accounting section.

May disburse petty cash, make change, and cash checks for patients and employees.

Takes in articles from patients such as watches, rings, and other personal items for safekeeping and issues receipts; writes patient's name on envelope, places items inside, and stores envelope in safe. Returns articles to patient at time of discharge.

Depending on size of hospital, may specialize in duties involving inpatients, outpatients, or outpatients who are former patients.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, cash register, typewriter, ledgers, receipt, and office supplies.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation required. Courses in bookkeeping, accounting, and typing desirable.

Usually a minimum of 6 months' experience in cashiering is required. Some employers hire high school graduates without work experience if they have training in specific, desired courses.

Up to 2 months' on-the-job training in hospital procedures is usually provided by employers.

WORKER TRAITS

Aptitudes: Verbal ability required to understand written records pertaining to hospital charges and to discuss them with patients.

Numerical ability required to understand pertinent detail in tabular form, and to avoid perceptual errors in arithmetic computations.

Interests: A preference for activities involving business contacts, in order to carry out cashiering duties.

A preference for routine, concrete, and organized activities, to operate cash register.

Temperaments: Ability to adjust to situations involving repetitive and short-cycle operations, performed to set standards and procedures in receiving payments, issuing receipts, and balancing cash.

Adaptable to dealing with the public in accepting funds and explaining details of charges and credits.

Physical Demands and Working Conditions: Work is light.

Frequently handles and fingers hospitals records, correspondence, currency, typewriter, cash register keyboard, and other office equipment.

Near-visual acuity required to read and compute patient accounts.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: BUSINESS OFFICE MANAGER or ACCOUNTANT.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Promotion may be through the addition of supervisory duties.

PROFESSIONAL AFFILIATIONS

None.

COLLECTION CLERK

credit assistant

JOB DUTIES

Notifies former patients or their representatives of delinquent hospital accounts and attempts to obtain payment by means of telephone or mail:

Reviews delinquent accounts to ascertain such data as previous billing and collection actions taken, status and extent of insurance coverage, and number of payments delinquent. Mails collection letters and typed statements to former patients or their representatives requesting payments. Telephones individuals who have not responded to collection letters, to secure payment. Exercising discretion and judgment, makes new financial arrangements based on information received. May check credit rating of individual before arranging new credit plan. May interview hospital in-patients to make arrangements for payment on delinquent accounts. May arrange credit plans for patients being discharged from the hospital. Refers delinquent accounts to supervisor for further action when collection actions have proved unsuccessful.

Records the collection action taken on individual accounts, such as date collection letter was mailed, number of payments received, and new credit arrangements. Answers inquiries concerning credit and collection matters. May file claims in cases of bankruptcy and to estates of deceased patients for balance due hospital. Payments received are posted to patient's account.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Account records, office supplies, telephone.

EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation including courses in business English, typing, and shorthand, required by most employers.

Experience in collection and clerical work required. Training in a hospital business office or business organization fills this requirement for some employers. Length of training in this case would vary from a few weeks to 1 year depending on the size of the hospital. An experienced worker would normally require 2 weeks' instruction by the supervisor to learn collection procedures prescribed by hospital policy.

WORKER TRAITS

***Aptitudes:* Verbal ability is required in discussing financial and personal matters with patients or their representatives to be clearly understood.**

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Numerical ability is required in compiling or reviewing data relating to medical accounts and in figuring balances or making changes in credit arrangements.

Clerical ability is required to post data to accounting records accurately and keep accounts according to hospital policies and procedures.

Interests: A preference for dealing with people in business situations, requiring communication with individuals in collection matters.

Temperaments: Tact required for work situation that involves dealing with patients to secure payment of delinquent accounts, and evaluating of the individual's ability to pay, derived from information obtained either from patient or credit ratings.

The worker must have a sense of discipline to perform duties in accordance with prescribed collection methods and procedures, and hospital policy.

Physical Demands and Working Conditions: Work is sedentary.

Worker must be able to speak articulately and tactfully; speaking over the telephone to obtain information is an integral part of the job.

Good hearing is required to absorb critical information and instructions concerning accounts.

Near-visual acuity is necessary for constant review of patient records and correspondence.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MANAGER, CREDIT AND COLLECTIONS.

Promotion from: No formal line of promotion.

Promotion to: May be promoted to MANAGER, CREDIT AND COLLECTIONS.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

HOSPITAL-ADMITTING CLERK

admitting clerk
assistant admitting officer

JOB DUTIES

Interviews incoming patient or his representative, records information required for admission, and assigns patient to a room:

Interviews patient or his representative to obtain identifying information, such as patient's name, address, age, telephone number, and occupation; persons to notify in case of emergency; attending physician; and individual or insurance company responsible for payment of hospital bill. Types such information on admitting forms and obtains patient's or representative's signature. May prepare identification armband for patient. Explains hospital regulations relative to visiting hours, charges, and payment of bills. May store patient's valuables in hospital safe. Assigns patient to room or ward, based on nature of illness and type of accommodations available or requested. Escorts or arranges to have patient escorted to appropriate room. Routes admitting forms to appropriate department.

Maintains index of assigned and vacant beds. May prepare daily census reports of hospital patients. Receives requests for accommodations and makes necessary preadmission arrangements. May arrange for transfer of patients to other accommodations. May answer inquiries concerning condition of patient in accordance with regulations governing divulgence of such information. May perform routine typing and clerical duties. May compute bills of discharged patients and collect payments. May perform duties of CASHIER and RECEPTIONIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Admitting forms, typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in English and typing required.

Some experience as a receptionist is preferred, however, most employers will accept an entry level applicant if he can type and shows an aptitude for clerical work.

One to 2 months' on-the-job training is usually required to attain adequate job proficiency.

WORKER TRAITS

Aptitudes: Verbal ability required to comprehend written instructions regarding admitting procedures and various hospital forms and to interview patients.

Clerical ability required to avoid perceptual errors when completing insurance forms and other documents.

Interests: Preference for activities involving business contacts, to elicit and compile personal information for completing hospital forms.

Preference for communication of ideas, to give information to patients, medical personnel, insurance company representatives, and other interested parties.

Temperaments: Tact and understanding to deal with patients and medical personnel to admit hospital patients.

Able to evaluate information against judgmental criteria in interviewing hospital patients.

Physical Demands and Working Conditions: Work is sedentary. Reaching and handling are required to process various forms.

Fingers keys of typewriter when typing.

Talking and hearing are required to interview patients.

Near-visual acuity required to type and read forms.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: ADMITTING OFFICER, ASSOCIATE ADMINISTRATOR, CONTROLLER, or BUSINESS OFFICE MANAGER.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to ADMITTING OFFICER.

PROFESSIONAL AFFILIATIONS

None.

HOSPITAL GUIDE

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JOB DUTIES

Directs and escorts incoming patients or visitors from hospital admitting office or reception desk to designated area in hospital:

Assists patients to prevent accidents by falling, or transports nonambulatory patients, using wheelchair or stretcher. Carries patient's luggage or other personal items. Performs similar duties when patient is being discharged from hospital.

Delivers messages, documents, and other items from admitting office personnel to departments within the hospital. May carry typewriters, chairs, and other office equipment about the admitting office, or to other departments. May stock office supplies, copy various forms for admitting office staff and prepare plates for admitting form headings. In smaller hospitals the duties of this job are usually performed by nurse aides, orderlies, or volunteer workers. May be designated according to area assigned as Admitting Office Guide or Radiology Department Guide.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Wheelchair, stretcher.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to follow oral and written instructions is required. High school graduation is preferred.

Prior experience is not necessary.

Usually 1 to 2 weeks' on-the-job training is required to learn hospital admitting office procedures and to become familiar with physical locations in the hospital.

WORKER TRAITS

Aptitudes: **Verbal ability required to follow instructions in escorting patients to designated hospital rooms.**

Eye-hand-foot coordination is required to push wheelchair or stretcher through hospital corridors and in and out of elevators without jarring the patient.

Interests: **Preference for routine, organized activities performed according to predetermined hospital policies.**

Temperaments: **Worker must adjust to performing routine, repetitive tasks under specific supervision, without independent judgment.**

Physical Demands and Working Conditions: Work is medium. Worker is required to be on his feet most of the day.

Assists in lifting patients from stretcher or wheelchair to bed.

Reaching and handling required to carry patient's luggage and push wheelchair and stretcher when transporting patients to rooms.

Depth perception and field of vision required to avoid collisions and bumping into things with the wheelchairs and stretchers.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: ADMITTING OFFICER or by the head of department to which assigned.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

INSURANCE CLERK

billing clerk, group insurance
third party officer

JOB DUTIES

Verifies hospital coverage of insurance companies or agencies financing all or part of patient's hospital care and computes hospital bill showing charges to be paid by the insurance company or agency:

Reviews hospital admitting records of new patients to ascertain type of hospital coverage and financing agency (insurance company, government agency, or any agency financing part or all of patient's bill). Records patient identification data (physician's diagnosis, and agency information such as agency name, policy number, and name of policyholder) on assignment forms and obtains signature of patient or responsible party. Contacts agency representative by telephone or letter to verify coverage and obtain information regarding extent of agency benefits. Answers patients' questions regarding statements and agency coverage.

Computes hospital charges to be paid by the financing agency and the patient. Types and mails itemized statements or claims to financing agency for covered expenses. Mails statements to patients for remainder of charges not covered by financing agency.

If there is delay in replying to statements, insurance clerk contacts financing agency and patients by telephone to determine reason. Records results of mail and telephone contacts on control cards. Refers hospital account to credit department when account becomes delinquent or when unable to contact patient or responsible party. Types and mails correspondence. Prepares forms outlining hospital expenses for government, welfare, and other agencies paying bill of a specific patient. May receive payments; may post amounts to ledgers or refer these to accounts receivable section for posting.

May be lead worker and be classified as insurance supervisor.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, insurance forms, medical records, office supplies, schedule of rates, telephone, and typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required, with emphasis on commercial courses, particularly typing, bookkeeping, and English.

Usually 6 months' to 1 year's experience in clerical work related to health insurance is required. Some employers accept a general clerical background without specific insurance experience.

Usually 3 months' on-the-job training is required.

WORKER TRAITS

Aptitudes: Verbal ability is required to answer telephone, initiate correspondence, and understand medical and insurance terms.

Numerical ability required to compute hospital accounts.

Clerical perception required to avoid and detect clerical errors when computing accounts.

Motor coordination and finger dexterity required to operate the adding machine and typewriter.

Interests: A preference for business contacts to conduct inquiries regarding policies and payment.

A preference for activities that are routine and concrete such as computing hospital bills, typing and mailing statements, and answering patients' questions regarding statements and agency coverage.

Temperaments: A sense of discipline, since work requires adjusting to situations involving repetitive or short-cycle operations carried out according to established standards and procedures, to review patients' records and verify insurance coverage.

Required to work closely with patients and agency representatives, and with associates.

Physical Demands and Working Conditions: Work is sedentary.

Worker handles and fingers telephone, records, correspondence, and office equipment.

Talking and hearing is essential when exchanging information with patients, agency representatives, and staff members.

Near-visual acuity required in fast and accurate copy of statistical and tabular material.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: BUSINESS OFFICE MANAGER, ACCOUNTANT, or MANAGER, CREDIT AND COLLECTION.

Promotion from: No formal line of promotion. May be an entry job.

Promotion to: No formal line of promotion. Promotion may be through increased supervisory duties.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

INVOICE-CONTROL CLERK

accounts-payable clerk

JOB DUTIES

Verifies accuracy of invoices from vendors for hospital purchases, prepares authorizations for disbursements, and performs related duties:

Compares information on invoices with that on purchase orders and receiving reports to verify accuracy of charges. Verifies price extensions on invoices, using calculating machine. Computes trade discounts, taxes, and net amounts payable. Confers with vendors and purchasing section personnel by telephone to reconcile any differences between invoices and purchase orders. Records code number on invoices to identify specific type of expenditure or chargeable department account, using coding manual.

Types accounts payable voucher showing information such as date, invoice number, purchase order number, vendor account number, and departmental charge code. Submits voucher to supervisor for approval, or to data processing unit or other personnel for the preparation of a check for payment to vendor. May type checks payable to vendors. Keeps files of vendor accounts, canceled checks, and invoices. May keep record of petty cash fund used in paying freight charges and miscellaneous expenses.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, calculating machine, invoices, purchase orders, typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in typing, bookkeeping, and other commercial subjects is required. One to 2 years' additional course work in accounting-bookkeeping at the business college level is highly desirable.

Usually at least 1 year of accounting-bookkeeping experience is required.

On-the-job training for 1 month, given by the immediate supervisor, is required.

WORKER TRAITS

Aptitudes: Numerical ability required to perform mentally rapid and accurate arithmetic computations.

Clerical ability required to detect and avoid errors in copying and computating figures.

Motor coordination and finger dexterity required to rapidly manipulate keys of adding machine and typewriter when copying data in tabulated form.

Interests: A preference for routine and organized activities, to follow defined procedures for processing accounts payable.

Temperaments: Worker must be able to adjust to carrying out duties under specific instructions.

Must attain precise standards of accuracy when verifying statements.

Physical Demands and Working Conditions: Work is sedentary.

Worker frequently handles and fingers correspondence, records, and keys of adding machine and typewriter.

Near-visual acuity required to read invoices, journals, purchase orders, and other verbal and tabular material quickly and accurately, and to post figures in small spaces.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: BUSINESS OFFICE MANAGER or ACCOUNTANT.
Promotion from: No formal line of promotion. This may be an entry job.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

MANAGER, CREDIT AND COLLECTION

accounts manager
business accounts manager
credit manager
patients' accounts manager

JOB DUTIES

Directs and coordinates activities of personnel engaged in credit and collection functions of hospital:

Interviews patients or responsible individuals to arrange methods of payment or extension of credit. Secures information relative to patient's financial status, such as type of employment, salary, references, and financial obligations. Evaluates credit history and determines payment dates based on patient's ability to pay and policy of hospital. Approves or disapproves extensions of credit. May secure assignment of benefits in cases where patient carries insurance. May recommend other sources of credit, such as banks, insurance companies, and credit unions to patients unable to establish hospital credit. May confer with representatives of various welfare agencies to acquire information regarding financial assistance for patients unable to pay for hospital services.

Collects accounts that are not paid in full at time of discharge or at promised date. Supervises mailing of followup letters when statements do not bring response. Attempts to collect delinquent accounts himself or turns accounts over to attorney or collection agency. Recommends to administrative personnel cancellation of accounts for hardship cases. May attempt to locate patients whose accounts are delinquent and who have moved without leaving forwarding address. May be responsible for patient billing, particularly in larger hospitals.

Supervises and trains workers performing clerical tasks incident to credit and collection. Initiates and answers pertinent correspondence. Prepares reports showing numbers and amounts of collections, delinquent accounts, and related matters. May be representative for hospital in conferences of credit associations.

Participates in discussion with other department heads to resolve problems encountered in collection function. Evaluates adequacy of collection procedures and recommends possible changes to management. Consults with management and initiates changes in credit procedures after approval. In some hospitals the duties of this job may be combined with those of BUSINESS OFFICE MANAGER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Reports and work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required. Employers strongly prefer, and in some cases require, at least 2 years' additional education in accounting or business administration.

Two years' experience in credit and collection work, preferably in a hospital or similar institution, is required.

Worker usually receives from 3 to 6 months' on-the-job training to become familiar with hospital policies and procedures.

WORKER TRAITS

Aptitudes: Verbal ability required to discuss personal and financial matters with patients and/or their representatives and to discuss hospital credit and collection policies and procedures with other hospital personnel.

Numerical ability required to review statistical data on various financial records.

Clerical ability required to detect arithmetical and accounting errors in hospital financial records.

Interests: A preference for business contacts, in discussing charges and financial arrangements with patients, members of family, and insurance company representatives.

A preference for prestigious activities in order to direct the credit and collection processes.

Temperaments: Versatility to perform a variety of duties in planning activities, evaluating financial responsibility of patients, scheduling workload, and reviewing and modifying procedures.

Administrative ability to be able to direct credit and collection functions for the hospital as well as the varied activities of individual workers in the department.

Must deal effectively with patients, insurance company personnel, and welfare representatives in carrying out credit and collection procedures.

Required to make decisions regarding credit and collection matters based on judgmental criteria.

Physical Demands and Working Conditions: Work is sedentary. Worker is generally seated at desk during the day; occasional standing and walking required.

Talking and hearing essential in conferring with patients, departmental personnel, and insurance company representatives, both in person and by telephone.

Works inside. Worker usually has own office. May be frequently outdoors when collecting accounts in person.

JOB RELATIONSHIPS

Workers supervised: COLLECTION CLERK; may also supervise ACCOUNTS-RECEIVABLE CLERK and INSURANCE CLERK.

Supervised by: CONTROLLER.

Promotion from: No formal line of promotion. May be promoted from COLLECTION CLERK or ACCOUNTS-RECEIVABLE CLERK.

Promotion to: No formal line of promotion. May be promoted to BUSINESS OFFICE MANAGER or CONTROLLER.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

PAYROLL CLERK

JOB DUTIES

Computes wages of hospital employees and posts wage data on payroll records:

Computes earings from timecards, using adding or calculating machine. Operates posting machine to compute deductions, such as income tax withholding, social security payments, insurance, and hospital services charges incurred by employees. Posts net wages, hours worked, tax exemptions, and other data on payroll control sheet, master file cards, payroll distribution records, or timecards. Transmits payroll records to tabulating section or to private accounting firm for preparation of payroll checks. May prepare and issue payroll checks, using typewriter or checkwriting machine; or insert correct amount of cash in envelope marked for individual employee.

Keeps monthly record of sick, vacation, and other leave accrued by employees. Answers inquiries from employees concerning payroll deductions, wage rates, and vacation and sick leave balances. May keep records concerning employee retirement and insurance renewals and terminations.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Calculating machine, employee records, office supplies, posting machine, typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required, including courses in bookkeeping, typing, mathematics, and English.

Usually 1 year of prior clerical or payroll experience is required.

Worker receives about 1 month's on-the-job training in hospital routine and procedures.

WORKER TRAITS

Aptitudes: Numerical ability is required to perform arithmetic calculations quickly and accurately.

Clerical ability is required to recognize pertinent details in tabular form, observe differences in copy, proofread names and numbers, and avoid perceptual errors in computations.

Motor coordination is required to coordinate eyes and fingers rapidly and accurately when typing or operating calculator.

Finger dexterity is required to move fingers rapidly and accurately when operating typewriter and calculator.

Interests: A preference for routine and organized work is required in order to compute earnings.

Temperaments: Ability to adjust to job situations which involve computing and recording wage information according to established standards and procedures, requiring little or no independent action or judgment.

Physical Demands and Working Conditions: Work is sedentary.

Reaches for and handles records, correspondence, and telephone. Fingers ledger sheets, time cards, and typewriter and calculating machine keys.

Near-visual acuity is required for almost constant review of records and in operating typewriter and calculator.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: BUSINESS OFFICE MANAGER or ACCOUNTANT.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. Promotion may be through addition of supervisory duties.

PROFESSIONAL AFFILIATIONS

Hospital Financial Management Association
840 North Lake Shore Drive
Chicago, Ill. 60611

GENERAL CLERICAL DEPARTMENT*

- ADDRESSING-MACHINE OPERATOR
- CLERK, GENERAL
- CLERK GENERAL OFFICE
- CLERK-TYPIST
- DUPLICATING-MACHINE OPERATOR
- FILE CLERK
- MAIL CLERK
- MEDICAL SECRETARY
- MEDICAL STENOGRAPHER
- MESSENGER
- RECEPTIONIST
- SECRETARY
- TRANSCRIBING-MACHINE OPERATOR
- TRANSCRIBING OPERATOR, HEAD
- TYPIST

***These jobs, or combinations of these jobs, are found in almost every department of the hospital. They are assembled here as a fairly homogeneous group to avoid repetition in each of the departments, and therefore do not appear in any organization chart.**

ADDRESSING-MACHINE OPERATOR

JOB DUTIES

Operates machine to print names, addresses, and code numbers on items such as envelopes, newspapers, timecards, and hospital literature:

Positions plates, stencils, or tapes in magazine of addressing machine, places articles to be addressed into loading rack, and inserts file tray under discharge chute of machine. Adjusts flow of ink and guides to fit size of paper and sets stops and selectors using pliers and wrenches so that only certain plates will be printed. Assembles materials to be printed on table of machine. Starts machine that automatically feeds plates, stencils, or tapes through machine mechanism. Stops machine and removes file tray containing processed plates. Bundles printed material. Records number of items printed and processing time on work orders.

Maintains plate file and operates embossing machine or typewriter to make corrections, additions, and changes on plates. May type statistical lists of plate files.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Addressograph, embossing machine, and materials to be addressed.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation preferred, including courses in typing.

One to 3 months' on-the-job training is given by a member of the staff.

WORKER TRAITS

Aptitudes: Verbal ability to perceive details listed on informational records for conversion to addressing machine plates, and to understand written or oral instructions.

Clerical ability to perceive errors in records submitted, in completed addressograph plates, and in printed information on forms and envelopes to be mailed, and to avoid errors in alphabetical or departmental arrangement of plate files.

Finger dexterity is required to file thin, small plates quickly, to sort and arrange bulletins, charts, and correspondence for stuffing and mailing, and to manipulate keys on embossing machine.

Interests: A preference for detail work that involves operating mail room machines and handling paper forms and plastic cards.

A preference for routine activities accomplished according to established procedures.

Temperaments: Satisfaction with routine work; work assignments are repetitive and carried out according to set procedures that must meet established standards.

Physical Demands and Working Conditions: Work is light.

Reaches for and handles a variety of records, cards, correspondence, and other papers.

Near-visual acuity is required for embossing information on plastic plates and in filing plates.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department to which assigned.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to another clerical position for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

CLERK, GENERAL

JOB DUTIES

Performs a variety of routine clerical tasks that do not require knowledge of systems and procedures:

A worker in this category spends the majority of time performing routine, recordkeeping tasks, either by hand or with a typewriter. This is a beginning-level clerical job, similar to that of CLERK-TYPIST, but without extensive typing requirements. The CLERK, GENERAL will work with various kinds of records, depending on the department to which he is assigned, but will usually perform a combination of the following or similar duties.

Transfers information from one record to another, such as writing patient identification taken from medical records on the outside of file envelopes or folders. Prepares lists of activities in the department, such as posting on a standardized form the names of patients admitted to the hospital. Cross-indexes documents and records by following a prescribed coding system and copying information on file cards. Other duties include sorting requisitions, invoices, census reports, and other records according to subject matter, and arranging them in alphabetical, numerical, or chronological order. Proofreads work.

Files old and new materials, looks up information or retrieves materials from files as requested. Maintains files by making appropriate entries when materials are added or removed.

Answers telephone, takes and relays messages, makes appointments, and gives out limited factual information. Stamps, sorts, and distributes mail.

Operates duplicating equipment; sorts and assembles departmental bulletins; and stuffs, addresses, and stamps envelopes.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, duplicating machines, files, and record office equipment and supplies.

EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation with courses in typing and English required.

Previous experience is not required.

From 1 to 3 months' on-the-job training, depending upon complexity of duties.

WORKER TRAITS

Aptitudes: Verbal ability is necessary for reading comprehension in filing or when answering the telephone.

Clerical perception is necessary to sort and file reports and records and to avoid errors in transposition when posting information from one record to another.

Manual dexterity is necessary to operate office machines, to stuff and stamp envelopes, and to handle work aids such as handpunch and stapler.

Interests: A preference for performing routine activities, involving hospital reports and records such as copying material on the typewriter, filing, and posting information.

Temperaments: Suited to preparing records, files, and reports in repetitive and short-cycle operations.

Works under close supervision.

Physical Demands and Working Conditions: Work is sedentary. Most of time is spent at a desk.

Reaching, handling, and fingering are necessary when typing and filing.

Near-visual acuity to avoid perceptual errors when posting data and proofreading transcript.

Talking and hearing for telephone conversations.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department where job is performed. May be supervised by a senior clerical worker.

Promotion from: This is usually an entry job.

Promotion to: CLERK, GENERAL OFFICE or other clerical position for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

CLERK, GENERAL OFFICE

administrative clerk

JOB DUTIES

Performs various responsible clerical tasks, under general supervision, utilizing knowledge of office systems and procedures, hospital regulations, and interdepartmental functions:

A position of this kind can be distinguished from other or lower classifications in the clerical field by the variety of specialized duties performed, and the use of judgment in making decisions according to established procedures and regulations. Although guidelines exist, the CLERK, GENERAL OFFICE is expected to apply independently general instructions to specific problems. This often requires the development of individual work procedures and routines. The range of specialized responsibilities will vary according to the hospital department to which worker is assigned, but will usually consist of a combination of the following or similar duties:

Compiles and prepares periodic records and reports, types technical manuscripts, budget reports, and other materials from rough draft; and classifies and files correspondence and records. Performs minor bookkeeping and accounting functions such as posting information and verifying accuracy of invoices, requisitions, budget reports, inventory records, and payroll data.

Takes dictation. Opens, routes, or answers routine correspondence. Answers telephone and gives nonmedical information. May perform as a SECRETARY.

Occasionally operates duplicating and other office machines.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, duplicating and transcribing machines, standard office equipment, and supplies.

EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation with courses in typing, business machines, and English required. A course in medical terminology is desirable.

Six months' to 1 year's experience in general office work.

From 1 to 3 months' on-the-job training depending on complexity of duties and technicality of terms used.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand department bulletins and documents; and to consult with various staff members within the department and throughout the hospital.

Numerical ability is necessary to quickly detect computational errors or inconsistencies in statistical reports.

Clerical perception is necessary to proofread typewritten reports, to cross-index and file various documents and correspondence, and to avoid errors of transposition when posting information to various records and reports.

Form perception is necessary to interpret shorthand symbols.

Manual dexterity is necessary to operate a variety of office machines.

Interests: A preference for contacts with people, whether in person, by telephone, or by correspondence.

A preference for routine activities in preparing reports and correspondence.

Temperaments: Adaptability to plan and carry through a complete cycle of activities.

Physical Demands and Working Conditions: This is light work.

Reaching, handling, and fingering are necessary for operating office machines or handling records and files.

Near-visual acuity to proofread transcript and statistical and technical documents.

Talking and hearing for contacts with people and for taking dictation.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department where job is performed.

Promotion from: No formal line of promotion. May be promoted from a subordinate clerical job.

Promotion to: No formal line of promotion. May be promoted to SECRETARY or other clerical job for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

CLERK-TYPIST

JOB DUTIES

Types letters, forms, reports, and cards from rough draft and corrected copies; files records and reports; and performs general clerical work depending upon department to which assigned:

Compiles and types reports, bills, application forms, and other matter from clerical records. Posts medical, surgical, clinical, and other pertinent information from medical and laboratory reports to permanent record. Closes charts of dismissed patients by transferring medical diagnoses and dates of discharge to face sheet. Searches files to obtain records and reports. Types correspondence, and medical and surgical reports based on information from transcribing machines and rough drafts. Prepares tables, index cards, case records, birth and death certificates, and special forms. Answers telephone and takes messages. Cuts stencils on typewriter and may operate various types of duplicating machines. May sort and distribute mail. May operate telephone switchboard. Performs a variety of related clerical duties where typing is a primary requisite.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, transcribing machines, duplicating machines; standard office equipment and supplies.

EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation with courses in typing and English. Six months' to 1 years' previous experience is preferred.

From 1 to 6 months' on-the-job training depending upon complexity of duties and degree of technicality of language.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to be aware of grammar and spelling rules in copying material, and for reading comprehension.

Numerical ability is necessary to tally and compile various statistical records.

Clerical perception is necessary to proofread typewritten records, to cross-index and file various documents and correspondence, and to avoid errors in transposition when posting information transferred from one record to another.

Motor coordination and manual and finger dexterity are necessary for typing and to set up and use duplicating machines.

Interests: A preference for performing routine activities, which are concerned with hospital reports and records, such as copying material on the typewriter, filing, and posting information.

Temperaments: Suited to the preparation of records, files, and reports in repetitive and short-cycle operations.

Works under close supervision.

Physical Demands and Working Conditions: Work is sedentary. Most of time is spent at a desk.

Reaching, handling, and fingering are necessary when typing and filing.

Near-visual acuity to avoid perceptual errors when posting data and proofreading transcripts.

Hearing, when listening to transcribing machine.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department where job is performed. May be supervised by a senior clerical worker.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: May be promoted to SECRETARY, STENOGRAPHER or other clerical position for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

Clerical Department	**Duplicating-Machine Operator I**	**207.884**
	Duplicating-Machine Operator II	**207.782**
	Duplicating-Machine Operator III	**207.782**
	Duplicating-Machine Operator IV	**207.885**

DUPLICATING-MACHINE OPERATOR

ditto-machine operator
mimeograph operator
multigraph operator
thermofax operator
xerox-machine operator

JOB DUTIES

Operates one or more of the various types of duplicating machines to reproduce handwritten or typewritten materials:

Reviews work order to determine number of copies, type of master copy to use, color, size, and weight of paper required. According to type of duplicating machine to be used, prepares master copy and the machine by adjusting controls for speed, size of paper, number of copies, and if necessary, flow of ink. Positions master copy, places blank paper on loading tray, and starts machine that automatically feeds paper. Observes operation and copy for signs of jamming, skipping, or misprinting. Removes finished material from discharge hopper.

Prepares invoices showing quantity of paper stock used, type of work performed, and time spent on each work order. Orders supplies.

May operate other machines such as collator, paper cutter, or hold puncher. May clean and repair machine.

May be designated by trade name of machine operated such as Ditto-Machine Operator; Mimeograph Operator; Multigraph Operator; Thermofax Operator; or Xerox-Machine Operator.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Duplicating machine, master copies, and paper stock.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is usually required, but the equivalent in education plus experience is acceptable by some employers.

An average of 3 to 4 weeks' break-in time.

WORKER TRAITS

Aptitudes: Form perception is required to detect blurring, smears, blots, and flaws on master copy or printed material.

Clerical perception is required to proofread and correct errors in master copy.

Manual dexterity is required for adjusting machine controls and handling paper.

Interests: A preference for activities that deal with handling things and objects such as copying machines, paper stock, and master copies.

Temperaments: Ability to evaluate work performed against verifiable criteria such as work orders, master copies, and sample forms.

Physical Demands and Working Conditions: This is light work.

Lifting and carrying paper stock usually weighing no more than 10 to 15 pounds.

Reaching for and handling paper and work orders.

Fingering machine controls.

Near-visual acuity to detect errors in printing.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department to which assigned.

Promotion from: No formal line of promotion. May be an entry job.

Promotion to: No formal line of promotion. May be promoted to other clerical position for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

FILE CLERK

JOB DUTIES

Files correspondence, invoices, cards, or other records, in prescribed manner, depending upon the department to which assigned:

Reads incoming material and sorts according to particular file system in use by department. Classifies and cross-indexes materials according to a standardized coding chart and labels folder or envelopes with specified identification data either by hand or using a typewriter. Places materials in file cabinet, drawers, boxes, or in special filing cases.

Locates and removes requested information. Keeps records of materials removed, stamps materials received, and traces missing records by searching files or contacting person to whom record is assigned. May enter data on records.

May clear files at designated intervals under the direction of a supervisor.

Few departments in most hospitals accumulate sufficient volume to sustain specialized, routine filing on a full-time basis. For this reason, other clerical workers do the filing for their departments in addition to their other responsibilities. A number of these filing jobs are filled by part-time workers and students.

See also FILE CLERK, Medical Records Department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, records, files.

EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation with some business training preferred.

Employers will accept applicants without experience.

Up to 3 months' on-the-job training in exact details of filing systems and procedures.

WORKER TRAITS

Aptitudes: Verbal ability is required for reading comprehension in order to understand subject matter for identification and classification of filing materials.

Clerical perception is required to perceive differences in copy, to proofread words and numbers, and to avoid perceptual errors; also in locating names and numbers in index files, in retrieving records, and refiling in correct order.

Finger dexterity is required to move fingers rapidly in checking and filing index cards and records.

Color discrimination is required if color-coding system is used.

***Interests:* A preference for organized and routine activities.**

***Temperaments:* Adaptability to routine; job is marked by repetitive filing operations, under specific instructions, and carried out according to established coding and filing systems.**

***Physical Demands and Working Conditions:* This work is light. There is some walking and standing, but mostly sitting.**

Frequent stooping and crouching to file and pull records.

Handling, reaching, and fingering involved in processing index cards and record files.

Works inside.

JOB RELATIONSHIPS

***Workers supervised:* None.**

***Supervised by:* Head of department in which job is performed, or senior clerical worker.**

***Promotion from:* No formal line of promotion. This is an entry job.**

***Promotion to:* No formal line of promotion. May be promoted to other clerical job for which ability is demonstrated.**

PROFESSIONAL AFFILIATIONS

None.

MAIL CLERK

JOB DUTIES

Receives, sorts, opens, and distributes incoming mail and interoffice correspondence; dispatches outgoing mail and performs simple clerical duties:

Opens and sorts incoming and interoffice mail according to department or individual addressee. Delivers mail to designated individuals or stations. Readdresses mail to former patients. Weighs outgoing mail and affixes required postage to letters and parcels, using postage metering machine. May use automatic envelope sealing-and-stamping machine. Bundles outgoing bulk mail according to city or locale and places mail in sacks for pickup. Visits various hospital departments and floors on regularly scheduled rounds to pick up outgoing and interoffice mail.

Keeps files of home addresses of present and former patients. Keeps records of postage charges for billing purposes. Records cash receipts from prepaid postage and stamp machine sales. Maintains a petty cash fund and supply of postage stamps to sell for the convenience of hospital patients or employees. Keeps records of registered mail.

Sorts reports and test results from hospital departments, such as laboratory, X-ray, and technical services, according to name of individual medical staff member. Inserts reports into preaddressed envelopes and mails. Orders supplies of preaddressed envelopes as needed.

May be hired on part-time basis, and be responsible only for patients' mail.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Various types of mailroom equipment.

EDUCATION, TRAINING, AND EXPERIENCE

A high school education is preferred but some employers will allow limited substitution of experience for education.

Two to 4 weeks' on-the-job training is required for the worker to attain adequate job proficiency, most of which involves learning hospital stations and procedures for pickup and delivery.

WORKER TRAITS

Aptitudes: Verbal ability required to read names and addresses on mail and to understand postal regulations and verbal job instructions.

Clerical perception is required to avoid errors in addressing, sorting, delivering, and affixing postage to mail and routing mail to patients' rooms.

Motor coordination is required to rapidly and accurately sort mail.

Interests: A preference for the handling of things and objects, to sort and deliver mail.

A preference for routine and organized activities, to follow and comply with detailed procedures outlining the methods of sorting, packaging, and routing mail for hospital patients.

Temperaments: Suitability to sort, route, and deliver mail in accordance with hospital procedures.

Follows specific instructions in regard to methods of sorting, packaging, and routing mail.

Physical Demands and Working Conditions: This work is light. Standing and walking to sort and deliver mail.

Pushes filled mailcart through hospital to various stations.

Reaching for, and handling mail to sort, stamp, and deliver it.

Near-visual acuity and accommodation required to accurately read names and addresses.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department in which job is performed.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

MEDICAL SECRETARY

JOB DUTIES

Prepares case histories, medical records, and reports; utilizes knowledge of medical terminology; and performs general clerical work to relieve medical, professional, and technical personnel of minor administrative and business detail:

May be assigned in the medical records or clerical department or directly to a department head.

Transcribes dictation, taken in shorthand or from recording machine, into typewritten records such as patient résumés, surgical-procedure documents, and miscellaneous correspondence; types special records, reports, and minutes of staff conferences from rough draft. Duplicates reports, letters, and other documents, using copying equipment, and mails or distributes copies within organization and to outside agencies. Composes and types routine correspondence.

Maintains medical and administrative files, cross-indexing according to numerical, alphabetical, or coding systems. Sorts records; enters prescribed data on file cards or pertinent documents; and prepares periodic reports on various medical or administrative activities, such as number and types of cases treated, budget expenditures, and personnel actions.

May act as SECRETARY in particular department, performing such duties as: Scheduling appointments; and greeting and routing visitors; answering telephone and giving factual information according to nature of questions and within guidelines of hospital regulations, or referring major administrative or technical questions to appropriate officials; opening and distributing mail; making travel arrangements for staff; typing confidential correspondence and reports; and maintaining department library. May supervise clerical workers.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Copying equipment; recording or transcribing machine; other standard office machines, such as typewriter, adding machine, and calculator.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school plus 1 year of business school, with emphasis on medical terminology is preferred.

One to 3 years' former experience as a MEDICAL STENOGRAPHER or MEDICAL SECRETARY is preferred.

Approximately 6 months' on-the-job training is usually provided.

WORKER TRAITS

Aptitudes: Verbal ability is required to understand medical terminology, prepare reports, and to answer inquiries.

Clerical perception is needed to proofread typewritten records and to accurately identify numbers, letters, and words when cross-indexing and filing medical records and reports.

Form perception is needed if shorthand is used, to perceive minor differences in shape and size of symbols.

Motor coordination and finger dexterity required to operate typewriter, other office machines and equipment.

Interests: A preference for routine, organized activities having to do with scientific and technical subjects as well as business matters.

A preference for contacts with people and the communication of ideas, both requiring considerable tact and diplomacy.

Temperaments: Job involves variety and change, from typing technical reports to performing filing duties.

Ability to prepare case histories, reports, and records accurately and according to standard formats.

Physical Demands and Working Conditions: Work is sedentary.

Reaching, handling, and fingering are necessary to operate recording machine, typewriter, and other office machines.

Good hearing is required for taking dictation person-to-person and listening to dictation from a machine.

Near-visual acuity to proofread typescript, and flexibility of vision to adjust from copy material to printed forms and other records.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise one or more MEDICAL STENOGRAPHERS and other clerical personnel.

Supervised by: Head of department in which job is performed.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. May be promoted to ADMINISTRATIVE SECRETARY.

PROFESSIONAL AFFILIATIONS

American Registry of Medical Assistants and Medical Secretaries
Post Office Box 601
Enid, Okla. 73701

MEDICAL STENOGRAPHER

JOB DUTIES

Takes dictation for correspondence, reports, and other matter from medical and technical personnel, and transcribes dictated material using a typewriter:

May use shorthand, a stenotype machine, or transcribe information from sound recordings. Proofreads typewritten material to verify typographic accuracy and coherence of content, using knowledge of medical terminology and referring to medical dictionaries or other references when necessary. Prepares file folders, files duplicate correspondence and reports, and performs related clerical tasks as indicated in recorded instructions or according to established procedures. Reviews patients' files for accuracy and completeness of entries, and notifies person responsible to secure corrections or additions.

Classifies technical material, using indexing system or coding charts, and copies indices and other data such as patient identification and diagnosis, on departmental records to provide cross-index of medical files.

May tabulate statistical reports using adding machine. May answer telephone and give routine information. May duplicate documents and forms, using photocopy machine, and mail copies to outside individuals or agencies.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding, photocopy, recording machines, and typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation and 1 year of business school, with emphasis on medical terminology required. Experience preferred but not mandatory.

One to 6 months' on-the-job training.

WORKER TRAITS

***Aptitudes*: Verbal ability is needed to understand medical terminology, rules of grammar and spelling.**

Clerical perception is needed to proofread typing and to accurately identify numbers, letters, and words when cross-indexing and filing medical records.

Motor coordination and finger dexterity are needed when operating adding machine, recording machine, and typewriter.

***Interests*: A preference for routine and organized activities to facilitate transcribing messages organized and prepared by others.**

A preference for scientific and technical activities to adapt to work with medical case histories, records, and reports.

Temperaments: Must be able to work in short-cycle operations carried out according to set procedures and sequences; and to maintain precise standards of accuracy.

Physical Demands and Working Conditions: Work is sedentary.

Reaching, handling, and fingering to operate adding and recording machines and typewriter.

Good hearing is important since accurate typing is dependent on hearing dictation accurately.

Near-visual acuity to proofread typescript, and flexibility to adjust vision from copy material to printed forms in typewriter and other records.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MEDICAL SECRETARY or head of department in which job is performed.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: MEDICAL SECRETARY or other senior clerical position.

PROFESSIONAL AFFILIATIONS

None.

MESSENGER

JOB DUTIES

Delivers orders, messages, medical records, reports, and supplies among offices and departments in the hospital, using a pushcart or in a small motorized carrier:

Delivers order slips to designated departments, picks up articles or supplies and returns to offices and departments according to an established priority. Frequently responds to calls for delivery of emergency supplies. May keep log of items received and delivered and may obtain receipts for articles delivered.

Performs errands and simple clerical duties. Picks up and sorts letters, messages, packages, records, interoffice memoranda, and other items, and delivers them to various offices and departments. Runs errands for patients or hospital staff, making trips to and from outside establishments to deliver and obtain messages and small articles. May mail outgoing letters and packages, operating automatic stamping machine, weighing and stamping heavy mail, and keeping records of envelopes and stamps in stock. May escort newly admitted patients to their rooms, discharged patients to hospital exits, or patients to clinics and other areas for appointments.

Performs a variety of related tasks, such as cleaning office machines and assisting in stockroom or file room.

Driver's license may be required to drive car or light truck for pickup and delivery.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Pushcarts, motorized carrier, mail stamping and weighing equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Usually completion of eighth grade with some high school education is desirable. No specific courses are required.

Experience is not required. Worker may learn duties in brief, on-the-job training.

WORKER TRAITS

Aptitudes: Verbal ability is required to understand oral instructions.

Clerical perception is required in reading orders to assure that supplies and records are delivered to the proper department or unit of the hospital.

Manual dexterity and motor coordination required to operate motorized carrier and handle supplies.

Interests: A preference for routine, organized activities involving contact with people, especially when making deliveries and running errands.

Temperaments: Job involves a variety of duties with frequent changes and some personal contact with patients and hospital staff members.

Physical Demands and Working Conditions: Work is light.

Standing and walking most of the workday.

Lifting and carrying relatively light packages.

Handling office materials and equipment.

Most of the duties are performed inside but may make occasional trips to outside establishments.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department in which job is performed.

Promotion from: No formal line of promotion. This is usually an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Clerical Department **Receptionist 237.368**
Information Clerk 237.368

RECEPTIONIST

appointment clerk
clinic clerk
information clerk

JOB DUTIES

Receives visitors or patients, ascertains their needs, and directs them accordingly; answers telephone, makes appointments, and performs related clerical duties according to the department or clinic to which assigned:

Greets visitors and patients, determines their needs, checks appointments and directs or escorts to proper person, office, or clinic. Answers questions and gives information, directly to person or on telephone or intercom, based on knowledge of hospital or department organization and regulations. Makes appointments and gives routine instructions to patients for preparations prior to the next call, such as special diet, or explains posttreatment care. May collect fees or prepare charge forms for the business office. May give nonmedical information regarding patients.

Performs a variety of other clerical duties, depending upon department to which assigned, such as: Orders supplies; cross-indexes and files records; posts data from one record to another; compiles and types reports of the department's activities; sorts and distributes mail and delivers messages; types envelopes and file cards.

This job may be combined with other clerical jobs such as CLERK, GENERAL; CLERK-TYPIST; FILE CLERK; TYPIST; or TELEPHONE OPERATOR.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Appointment book, files and records, typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in English and perferably in typing.
Some previous public contact work is desirable.
Up to 3 months' on-the-job training is given.

WORKER TRAITS

Aptitudes: Verbal ability is required in giving accurate and tactful explanations to visitors, patients, and hospital employees; and in recording exact information for messages.

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Clerical ability is required to detect and avoid perceptual errors in recording messages and in keeping appointment records.

Interests: A preference for activities involving contacts reflected in duties of greeting people and giving information requested.

Temperaments: Tact and diplomacy required for contacts with people under stress conditions.

Ability to make decisions based on urgency of the situation and in accordance with work procedures and hospital policies.

Physical Demands and Working Conditions: Work is light, usually sedentary.

Reaching for and handling documents and files.

Talking and hearing to give information and relay messages, in person or on the telephone or intercom.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department in which job is performed.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to SECRETARY or other clerical job for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

SECRETARY

JOB DUTIES

Performs secretarial and general office work to relieve hospital officials of administrative and clerical detail; specific duties vary considerably according to the department to which assigned; assists in carrying out responsibilities of the department head as directed; extent of duties may depend on experience of the individual employee:

Generally all secretaries perform the following duties: Take shorthand and transcribe dictation, which relates to such matters as correspondence, reports, and records; make appointments, screen visitors and telephone calls; read and route incoming mail; locate and attach appropriate file or record to correspondence to be answered by department head; compose and route routine correspondence; file correspondence and records; prepare confidential and special reports including periodic statistical reports; attend staff meetings and record minutes; greet and escort visitors and give routine information, within the policies of the hospital. May train and supervise clerical staff.

The experienced secretary has considerable knowledge and judgment regarding hospital and departmental regulations, procedures, and policies, as well as an understanding of special programs and individual endeavors of supervisors. Makes decisions on minor administrative matters and complete clerical detail of the department. Devises new procedures, schedules activities, and supervises and coordinates the work of clerical personnel to meet deadlines for departmental projects. Maintains recordkeeping and accounting for research contracts or department budgets, and writes progress reports. May make travel arrangements and audit expense reports; may gather information; and may type documents and correspondence concerning staff employment, promotions, and other personnel matters.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Standard office equipment and supplies.

EDUCATION, TRAINING, AND EXPERIENCE

Minimum requirements are graduation from high school including courses in shorthand, typing, English, and some mathematics. For higher level positions, some college as well as commercial courses are required. Courses in medical terminology desirable.

Six months' to 3 years' secretarial or general clerical experience is required.

On-the-job training, of varying lengths of time, in hospital and department routine and procedures is given.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to perform administrative and clerical duties, including composing correspondence and reports.

Numerical ability is necessary to make simple arithmetic calculations when compiling and auditing budget reports and expense accounts.

Clerical perception is necessary to proofread typewritten materials, to index and file correspondence, records, and reports, and to organize daily work.

Form perception is necessary to interpret shorthand.

Motor coordination is necessary when operating office machines, handling supplies, or filing.

Interests: A preference for activities concerned with contacts in person, on telephone, or by correspondence.

A preference for the communication of ideas, in preparing reports of activities.

Temperaments: Work involves a variety of changing activities from taking dictation to making decisions on minor administrative details.

Ability to supervise and coordinate work of subordinate clerical workers.

Capable of communicating with people of various educational levels and backgrounds.

Physical Demands and Working Conditions: Work is light.

Reaching, handling, and fingering to operate office machines.

Near-visual acuity to proofread transcript.

Talking and hearing for taking dictation and supervising other clerical workers.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise subordinate secretaries, clerks, typists, and messengers.

Supervised by: Usually supervised by the head of the department in which job is scheduled, or by ADMINISTRATIVE SECRETARY (see Executive Department).

Promotion from: CLERK, GENERAL OFFICE; CLERK-TYPIST.

Promotion to: ADMINISTRATIVE SECRETARY.

PROFESSIONAL AFFILIATIONS

National Secretaries Association (International)
1103 Grand Avenue
Kansas City, Mo. 64106

TRANSCRIBING-MACHINE OPERATOR

JOB DUTIES

Transcribes routine letters, reports, and other recorded data, using transcribing (voice reproducing) machine and typewriter; work assignments depend upon department to which assigned:

Operates transcribing machine through the use of dials and pedals to control quality of voice reproduction and speed of dictation, and uses ear devices to listen. Follows prescribed procedures for using various forms with one or more carbon copies in typing particular reports. Follows specified procedures for dispatching finished reports to designated persons for approval, for signature of dictator, and for dispatching carbon copies to designated persons or offices. Responsible for verifying accuracy of the dictator by identifying patient's name, hospital number, location in hospital, and any address which may involve the use of patient-name files. Makes entries on prescribed control forms indicating report that was transcribed on a particular patient, dates dictation was received and transcribed, and name of dictator.

Job may involve use of electric or manual typewriters, as well as disk, belt, or tape-driven dictating and transcribing equipment.

May be designated according to trade name of transcribing machine such as: Operator of Audiograph, Dictaphones, Ediphone, IBM, Soundscriber, or Stenocord.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Transcribing equipment which may be individual machines or remote control consoles; and typewriters, dictionaries, and text references.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with 1 or 2 years of business courses including typing, business English, and office procedures.

On-the-job training includes a programed course in medical terminology and approximately 3 months on the job.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to comprehend medical terminology and its relationship to sentence structure, to properly transcribe involved messages and technical reports.

Finger dexterity is necessary to type rapidly and accurately.

Interests: A preference for activities that are routine, concrete, and organized, for transcribing messages composed by others.

A preference for nonsocial activities, adaptable to the use of machines; and listening to a transcribing machine and reproducing the material on a typewriter.

Temperaments: Work involves repetitive procedures, such as typing according to definite formats that requires very little independent judgment.

Physical Demands and Working Conditions: Work is sedentary and light.

Finger dexterity is important for speed and accuracy in typing.

Hearing is important since accurate typing depends on hearing transcription accurately.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department in which job is scheduled.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: TRANSCRIBING OPERATOR, HEAD.

PROFESSIONAL AFFILIATIONS

None.

TRANSCRIBING OPERATOR, HEAD

typist supervisor

JOB DUTIES

Supervises and coordinates the activities of workers typing medical record forms, reports, and cards from rough drafts, corrected copies, and dictated recordings; work assignments vary depending on department:

Obtains recordings and reports for typing and distributes them to typists for transcribing from proper machine. Answers questions concerning form, style, and medical terminology, based on knowledge of hospital policy and medical records procedure. Establishes work schedules based on workload and available personnel. Reviews completed assignments for technical accuracy. May train new employees.

At times of peak workload, may type medical, surgical, and obstetrical information on permanent record forms from rough draft of medical and laboratory reports. Types index cards, case records, birth and death certificates, and special forms for patients' permanent records.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Transcribing machine, typewriter.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with business courses in typing, office machines, English, and office procedure. One to 2 years' college training preferred, or 2 years' experience as TRANSCRIBING-MACHINE OPERATOR or TYPIST in a doctor's office.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to comprehend medical terminology and its relationship to sentence structure, to properly transcribe involved messages and technical reports.

Finger dexterity is necessary to operate typewriter rapidly and accurately.

Interests: A preference for routine, concrete, and organized activities adaptable to transcribing messages organized and prepared by others.

A preference for nonsocial activities relative to the use of machines, in listening to a transcribing machine and reproducing the material using a typewritter.

Temperaments: Ability to plan, assign, and direct work of others doing essentially the same work.

Work involves repetitive procedures of typing according to definite formats.

Physical Demands and Working Conditions: Work is sedentary and light.

Finger dexterity is important for speed and accuracy in typing.

Hearing is important since accurate typing depends on hearing transcription accurately.

Works inside.

JOB RELATIONSHIPS

Workers supervised: TRANSCRIBING-MACHINE OPERATOR.

Supervised by: Head of department in which job is located.

Promoted from: TRANSCRIBING-MACHINE OPERATOR.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

TYPIST

JOB DUTIES

Types a variety of materials such as laboratory report forms, letters, patient record cards, and monthly statements, depending upon the department to which assigned:

Data from one record is copied to another, medical information is posted on permanent record cards, types correspondence or copies directly other material from rough draft or corrected copy. May transcribe materials from a transcribing machine. May verify totals on report forms, requisitions, or bills. May cut stencils for duplicating machine. Keeps typewriter clean and maintains supply of necessary forms. Performs various related clerical duties.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, transcribing machine, duplicating machine; standard office equipment and supplies.

EDUCATION, TRAINING, AND EXPERIENCE

High school or commercial school graduation with courses in English and typing.

Experience is desirable but not essential.

Short period of on-the-job training in hospital and department routine and procedures.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to be aware of rules of grammar and spelling in copying material and for reading comprehension.

Clerical perception is necessary to proofread typewritten records, to cross-index and file various documents and correspondence, and to avoid errors in transposition when information from one record is posted to another.

Motor coordination, manual and finger dexterity are necessary for use of typewriter and for setting up and using duplicating machines.

Interests: A preference for performing routine activities adaptable to hospital reports and records, such as copying material on the typewriter, filing, and posting information.

Temperaments: Adaptability to prepare records, files, and reports in repetitive and short-cycle operations.

Works under close supervision.

Physical Demands and Working Conditions: Work is sedentary, most of time is spent at a desk. Work is light.

Reaching, handling, and fingering are necessary for typing and filing.

Near-visual acuity to avoid perceptual errors when posting data and proofreading transcripts.

Hearing is essential in operating transcribing machine.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Head of department in which job is located. May be supervised by senior clerical workers.

Promotion from: No formal line of promotion. This usually is an entry job.

Promotion to: May be promoted to SECRETARY or STENOGRAPHER or another clerical position for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

PERSONNEL DEPARTMENT

Purpose: To coordinate the needs and interests of the institution with those of the employees in a manner so as to provide the community with efficient, economical hospital service, and to staff the hospital with qualified, productive employees.

Responsibility: Personnel administration is characterized by the philosophy, motives, and methods of organizing and treating people so that they will consistently perform at the highest levels of which they are capable, while obtaining the greatest degree of satisfaction.

The number and kinds of functions assigned the Personnel Department will vary greatly depending upon the needs, size, and goals of the hospital.

The department is responsible within delegated authority, for planning and administering a comprehensive personnel program, including participation in development of an overall personnel policy. It is responsible for developing techniques and procedures to assist line supervisors in improving the personnel aspects of their jobs. It serves as advisor to the ADMINISTRATOR on personnel problems, proposes changes in established personnel policies, and consults with and assists supervisors on a continuing basis. The major functions of this department may be classified as (1) developing sources of qualified employees, (2) recruiting and retaining competent personnel, and (3) increasing employee productivity and job stability.

Specifically, the Personnel Department performs some or all of the following functions: Recruits and screens job applicants; inducts and orients new employees; advises on methods of training and may plan and conduct training programs; develops procedures and policies to promote employee stabilization; develops procedures for position control through job analyses and job evaluations; establishes and maintains programs of wage and salary administration, and employee benefits; assists in planning and establishing lines of communication; may take part in collective bargaining procedures; establishes health and safety programs; advises the administration on legal problems relating to employment; does research to determine causes of and solution to personnel problems; advises on hospital organization and helps establish employee budgetary controls; maintains complete personnel files on all employees; and maintains organization charts and staffing patterns.

AUTHORITY: Final authority for applying sound personnel policies rests with the ADMINISTRATOR. The PERSONNEL DIRECTOR exercises line authority only over employees in the Personnel Department. Personnel administration is a staff function. As such, it has no direct authority over operating or line supervision.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Because administrative officials recognize the need for specialized knowledge and careful planning to insure sound personnel relations, personnel administration has become a separate department. Since the PERSONNEL DIRECTOR, as a specialist, is chief adviser to the ADMINISTRATOR on all matters involving employee relations, he should report directly to the ADMINISTRATOR. As a staff officer, he works in cooperation with each department head to secure the maximum in employee efficiency and morale within the hospital.

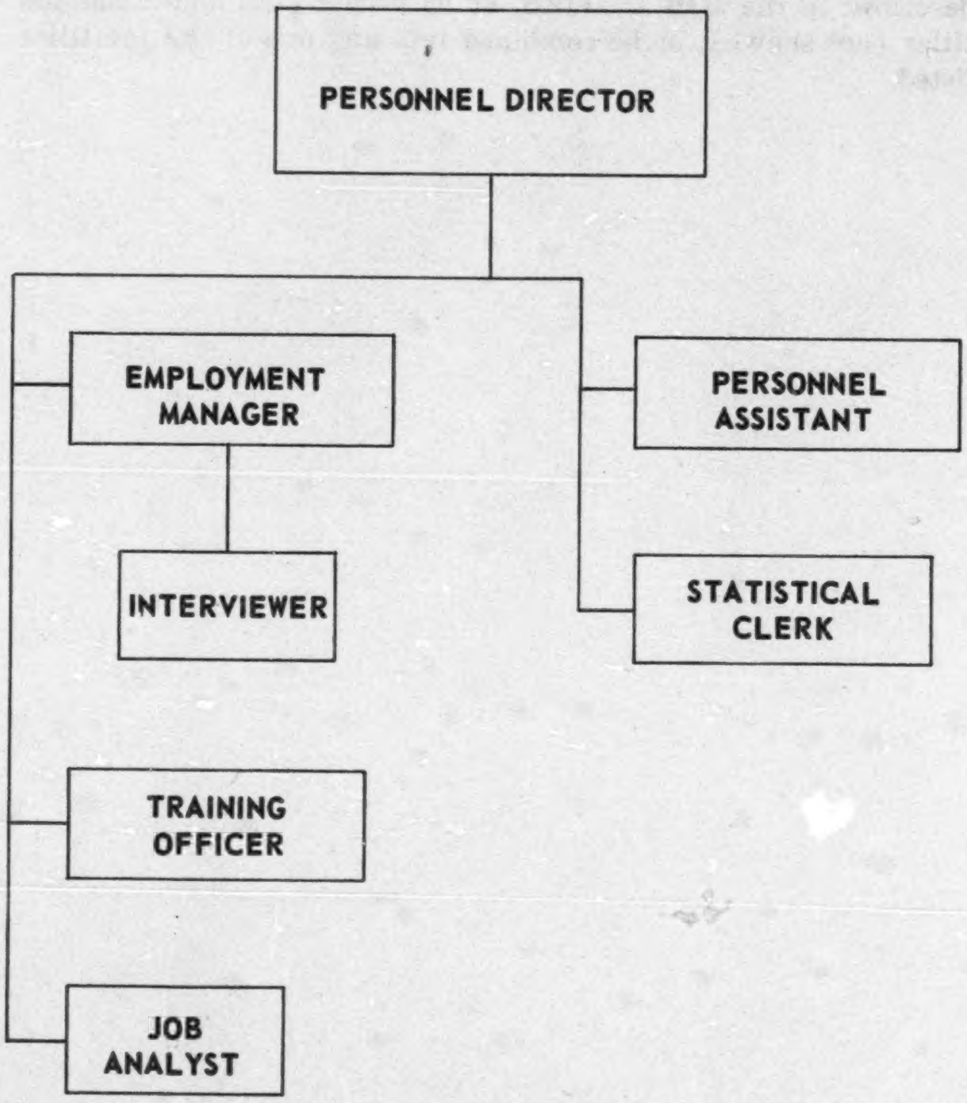
Sound employee relations tend to be reflected in employee contacts with the public; therefore, the Personnel Department is a key to good public relations. Through direct contacts with other departments, job applicants, employment agencies, social agencies, schools, public officials, and many other groups and individuals, the Personnel Department is in a unique position to create a favorable impression of the hospital and promote progressive public relations.

PHYSICAL FACILITIES AND STAFFING: The personnel offices should be easily accessible to job applicants and hospital personnel. They should be attractive and impress visitors favorably. Provision should be made for privacy in employment interviews and discussions with employees.

The Personnel Department is normally under the supervision of a PERSONNEL DIRECTOR, who has mature judgment, leadership, and specialized knowledge of personnel administration. No exact ratio has been established between numbers of employees in the Personnel Department and total personnel in the organization. The needs of the institution and functions assigned to the Personnel Department will affect the number of employees required. In smaller hospitals, personnel functions are often combined with other administrative responsibilities. With such combinations, there should be a clear division of time and responsibility, so that the personnel function is not subordinated to another function.

Both the professional and clerical staffs of this department are subject to combinations of job duties. Depending upon the size and organizational makeup of the particular hospital, each job shown on the organization chart may merit standing alone as described in the JOB DUTIES, or be broken into additional job titles (not shown), or be combined into any one of the job titles listed.

PERSONNEL DEPARTMENT


PERSONNEL DIRECTOR
EMPLOYMENT MANAGER
PERSONNEL ASSISTANT
INTERVIEWER
STATISTICAL CLERK
TRAINING OFFICER
JOB ANALYST

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

Personnel Department **Manager, Personnel 166.118**

PERSONNEL DIRECTOR

JOB DUTIES

Plans, coordinates, and administers policies relating to all phases of hospital personnel activities:

Plans and develops a personnel program and establishes methods for its installation and operation. Develops the techniques and procedures for and directs the activities of recruitment, induction, placement, orientation and training. He may also be responsible for the safety and security programs. Interprets hospital policies and regulations to new employees, arranges for their physical examinations, and conducts or advises on training programs. Establishes uniform employment policies and confers with department heads and supervisors to discuss improvement of working relationships and conditions. Assists in development of plans and policies related to personnel and advises supervisors and administrative officials regarding specific personnel problems. Initiates and recommends policies and procedures necessary to achieve objectives of the hospital and insure maximum utilization and stability of personnel. Initiates and directs surveys related to turnover, wages, benefits, morale, and other personnel considerations. Prepares training manuals and directs job analysis program, including preparation of job descriptions and specifications. Acts as liaison between employees and administrative staff. Investigates causes of disputes and grievances and recommends corrective action. Supervises workers engaged in carrying out personnel department functions.

Plans and sets up system of recordkeeping. Devises forms relative to the personnel functions. Organizes system for maintenance of central personnel files that will provide ready analysis of all personnel management functions.

Administers benefit services and other employer-employee programs, including recreation, pension and hospitalization plans, credit union, vacation and leave policies, and others. Initiates and implements employee suggestions and performance evaluation systems.

Informs employees of hospital activities and administrative policies by means of handbooks, house organs, bulletin boards, and other media. Performs research as a basis for recommending changes in procedures and policies. Interviews all terminating employees to determine causes of termination. Represents hospital at conferences relative to personnel activities. Prepares budgets.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office supplies and equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a recognized college or university with a degree in personnel management, industrial relations, or business administration.

Courses should include tests and measurements, statistics, applied psychology, personnel and business administration, economics, labor relations, and cost accounting.

Experience as Assistant Personnel Director is recommended. Receives inservice indoctrination in hospital policies and regulations.

WORKER TRAITS

Aptitudes: Verbal ability is required to discuss personnel programs with administrative staff and employees of varying levels of verbal ability, to effectively promote the personnel program, and to explain hospital policy to individuals and groups. Capability also required to prepare manuals.

Numerical ability is required to evaluate personnel statistical data, to make various computations of departmental operations, and to prepare budgets.

Clerical ability is required to avoid and detect errors in verbal and tabular material prepared for submission to administrative personnel.

Interests: A preference for technical activities in order to develop and administer personnel policies.

A preference for activities that involve working with people in order to make the personnel policy effective and satisfactory to all hospital employees and to administrators.

Temperaments: Ability to direct and plan the activities of the entire Personnel Department.

Ability to communicate with hospital staff and outsiders as well as workers within his department, in making and carrying out personnel policies and regulations.

Must be able to make decisions.

Physical Demands and Working Conditions: Work is sedentary, requiring lifting and handling personnel records and files, seldom exceeding 10 pounds.

Frequent talking and hearing when conferring on personnel matters, interviewing, or assigning work to subordinates.

Works inside. Usually has own office.

JOB RELATIONSHIPS

Workers supervised: EMPLOYMENT MANAGER; INTERVIEWER; TRAINING OFFICER; JOB ANALYST; and clerical staff.

Supervised by: ADMINISTRATOR.

Promotion from: Assistant Personnel Director or EMPLOYMENT MANAGER.

Promotion to: No formal line of promotion. May be promoted to an ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

American Society for Personnel Administration
52 East Bridge Street
Berea, Ohio 44017

Public Personnel Association
1313 East 60th Street
Chicago, Ill. 60637

American Personnel and Guidance Association
1605 New Hampshire Avenue, NW.
Washington, D.C. 20009

American Society for Hospital Personnel Directors
840 North Lake Shore Drive
Chicago, Ill. 60611

State and local personnel associations and societies.

EMPLOYMENT MANAGER

JOB DUTIES

Supervises recruiting, interviewing, employing, and indoctrinating new employees of the hospital; supervises and assigns duties to INTERVIEWERS and interviews job applicants referred by them:

Receives requests for additional or replacement personnel from department heads and obtains approval of requisitions for unbudgeted positions from PERSONNEL DIRECTOR. Reviews applications on file or contacts various sources (professional organizations, public and private agencies, newspapers) for qualified applicants. Interviews applicants for additional information, evaluating personality, education, and experience against requirements of the job vacancy. Administers, scores, and interprets psychological tests and skill tests such as typing and shorthand pertinent to the specific job openings. Provides orientation for qualified applicants in regard to hospital personnel policies, wages, hours, employee benefits, and duties and responsibilities of the position. Refers selected applicants to department heads for final approval. May suggest alternate position for which applicant is qualified. Checks references listed by applicant to verify work history and character. Arranges for physical examination of accepted applicants.

Confers with department heads relative to personnel needs and problems of individual employees. Recommends transfers of qualified employees to other positions. Assists in development of worker and job specifications. Reviews recommendations for discharge of employees. Interviews all terminated employees to determine whether hospital screening, placement, or other practices require revision. Recommends changes in policies, procedures, and benefits to maintain high employee and job stability.

Prepares periodic reports relative to employment activities. Develops and directs use of personnel forms. Arbitrates employee grievances or refers problems to PERSONNEL DIRECTOR. May counsel employees on personal and work problems.

The duties of this job may be combined with those of INTERVIEWER, JOB ANALYST or TRAINING OFFICER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office supplies and equipment; test forms.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from approved college or university with courses in personnel or business administration and psychology.

Experienced as INTERVIEWER desirable.

Inservice training in hospital policies and personnel procedures and routines is provided.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate with applicants and department heads, and to administer and evaluate tests in order to make successful placements of workers in connection with available jobs.

Numerical ability is required to prepare and interpret periodic reports on placement functions such as recruitment, interviewing, and selection.

Clerical perception is required to organize pertinent detail of verbal and written material.

Interests: A preference for business contacts, in placing present or future employees in satisfying and satisfactory jobs.

A preference for activities concerned with communicating, in order to explain the policies and regulations of the hospital to candidates for employment.

Temperaments: Ability to communicate with applicants, to understand, and provide help for their employment problems.

Ability to collect, organize, and interpret data from personal interview, application forms, test results, and letters of recommendation, to assist in making proper placement.

Physical Demands and Working Conditions: Work is sedentary, with some lifting and carrying of personnel files, seldom exceeding 10 pounds.

Reaching for and handling records and reports.

Frequent talking and hearing with applicants and other hospital workers.

Works inside.

JOB RELATIONSHIPS

Workers supervised: INTERVIEWERS; clerical workers.

Supervised by: PERSONNEL DIRECTOR.

Promotion from: No formal lines of promotion. May be promoted from INTERVIEWER.

Promotion to: PERSONNEL DIRECTOR.

PROFESSIONAL AFFILIATIONS

American Society for Personnel Administration
52 East Bridge Street
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1313 East 60th Street
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Chicago, Ill. 60611

Personnel Department **Employment Interviewer II 166.268**

INTERVIEWER

JOB DUTIES

Interviews and screens job applicants to determine qualifications for *employment with the hospital:*

Conducts initial interviews of applicants for employment. Assists applicants in filling out application forms and requests additional information or clarification of data as necessary. Answers questions and supplies information regarding employment policies and requirements. Notes appearance, manner, and experience of applicants and other requirements of hospital employment policy. Refers qualified applicants to EMPLOYMENT MANAGER. Checks references on applications to verify work history. Receives requisitions for personnel from various departments, and refers qualified applicants from names in file, or contacts various sources to obtain workers.

Prepares reports supplying information on present employees or new employees, as requested. Maintains personnel records and makes changes necessary to keep records up to date. May administer and score tests not requiring special education and training.

The duties of this job may be combined with those of EMPLOYMENT MANAGER, JOB ANALYST, or TRAINING OFFICER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office supplies and equipment; test forms.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from approved college or university with courses in personnel or business administration and psychology.

Should be skilled in interviewing techniques.

Inservice training in hospital policies and personnel procedures and routines.

WORKER TRAITS

***Aptitudes:* Verbal ability is required to communicate with applicants and department heads to successfully place workers in available jobs and to administer and evaluate tests.**

Numerical ability is required to prepare and interpret statistical reports on job functions, in relation to recruitment, interviewing, and placement.

Clerical perception is required to organize pertinent details of verbal and written material.

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Interests: A preference for business contacts, to place present and future employees in satisfactory and satisfying jobs.

A preference for activities concerned with communicating to explain the policies and regulations of the hospital to candidates for employment.

Temperaments: Ability to communicate with applicants, to understand and provide help for their employment problems.

Ability to collect, organize, and interpret data from personal interviews, application forms, test results, and letters of recommendation to assist in making proper placement.

Physical Demands and Working Conditions: Work is sedentary with some lifting and carrying of personnel files.

Reaches for and handles records and reports.

Frequent talking and hearing are required in communicating with applicants, and with other hospital workers.

Works inside.

JOB RELATIONSHIPS

Workers Supervised: None.
Supervised by: EMPLOYMENT MANAGER.
Promotion from: No formal line of promotion.
Promotion to: EMPLOYMENT MANAGER.

PROFESSIONAL AFFILIATIONS

None.

JOB ANALYST

occupational analyst

JOB DUTIES

Collects, analyzes, and develops occupational data relative to jobs, including job requirements and workers qualifications, to serve as a basis for selection and placement of workers, wage evaluation, counseling, and other personnel practices:

In cooperation with department heads and PERSONNEL DIRECTOR, determines need for job analysis program, and procedures to be followed. Interviews workers and observes tasks being performed in order to identify job, describe duties, and indicate requirements for workers. Includes such pertinent information as use of equipment and tools; working conditions; and requirements for physical skills and knowledge, degree of dexterity, special sensory acuteness, and personal characteristics. Writes descriptions of each job emphasizing points of information needed for personnel practices involving recruitment; placement, promotion, and transfer; job and employee evaluation; training, full utilization of workers; safety and health research; improved personnel policies; and counseling. Reviews completed analysis with department head and PERSONNEL DIRECTOR for verification.

Writes hiring specifications to assist in making valid selection of prospective employees. Reviews job duties to reveal duplication of effort and establish promotion sequence of jobs. Devises employee performance evaluation criteria and job evaluation systems, and recommends changes in job classifications. May use tests to determine occupational knowledge and skill of worker. Determines interrelationships among jobs for purposes of transfer, promotion, and job redesign.

Assists in developing job analysis schedules and other personnel forms. Performs research to determine improved personnel procedures. The duties of this job may be combined with those of INTERVIEWER, TRAINING OFFICER, or EMPLOYMENT MANAGER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office equipment and supplies; testing and analysis forms.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university. Courses in statistics, tests and measurements, and personnel administration are desirable. Experience in job analysis or similar phases of personnel work are essential.

Inservice training in hospital routines and procedures is provided.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to communicate with workers when making job studies, then to express clearly the details, so that the findings will correlate with the purposes of the job study.

Numerical ability is necessary to prepare wage and rating scales, statistical charts, and evaluation systems.

Clerical ability is necessary in preparing formats of personnel records and entering information on them.

Interests: A preference for technical activities, to support knowledge of equipment, terminology, and processes used by hospital workers.

A preference for activities of an abstract nature, for research to develop new personnel procedures, and to alleviate hospital personnel problems.

Temperaments: Aptitude to collect, organize, and evaluate job data gathered from studies of hospital jobs.

Capable of making recommendations for improved use of personnel on the basis of evaluations made of job data.

Capability to meet and interview various types of workers and to observe duties being performed in all areas of the hospital.

Physical Demands and Working Conditions: Sits, stands, and walks intermittently throughout the working day.

Handles and fingers office supplies and equipment.

Talks and listens to employees when studying jobs.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PERSONNEL DIRECTOR.

Promotion from: No formal line of promotion. May be promoted from INTERVIEWER.

Promotion to: No formal line of promotion. May be promoted to PERSONNEL DIRECTOR after additional training and experience.

PROFESSIONAL AFFILIATIONS

American Society for Personnel
Administration
52 East Bridge Street
Berea, Ohio 44017

Public Personnel Association
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Chicago, Ill. 60637

American Personnel and Guidance
Association
1605 New Hampshire Avenue, NW.
Washington, D.C. 20009

Personnel Department **Personnel Clerk 205.368**

PERSONNEL ASSISTANT

records clerk

JOB DUTIES

Maintains personnel records of hospital employees and answers employment inquiries:

Types personnel forms of new employees, such as employee record forms and insurance forms. Files employee folders in prescribed manner. Records changes in status on employees' personnel records, such as name, address, telephone number, wage change, transfer, and attendance to keep records current. Remove records of terminated employees, from active file.

Answers inquiries concerning availability of employment opportunities. May do preliminary screening of applicants by obtaining information about interests, skills, ability, and experience before referring those with satisfactory qualifications to INTERVIEWER or EMPLOYMENT MANAGER for extensive interview. Explains and answers questions about hospital employment policies and requirements. Assigns lockers to new employees and maintains locked-key control system.

Schedules job applicant appointments with INTERVIEWER and EMPLOYMENT MANAGER. Contacts references listed on application by telephone or letter to verify applicant's work history.

Reviews departmental reports to determine information, such as number of vacancies, total number of employees, and compiles data for preparation of monthly reports. Supplies information concerning present and former employees. May order office supplies.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, office forms.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with commercial courses required. College courses in personnel administration and psychology are desirable.

On-the-job training in interviewing and office procedures provided.

WORKER TRAITS

Aptitudes: Verbal ability is needed to communicate with applicants and instruct them in proper preparation of application and in making contacts in regard to employee references.

Clerical perception is needed to verify personnel records and information for reports.

Motor coordination is needed for typing of forms.

Manual dexterity is needed for sorting and filing application records.

Interests: A preference for business contacts, for suitable interviewing of applicants.

A preference for routine, concrete, and organized activities, adaptable to keeping records and to interviewing.

Temperaments: Versatile; work involves a variety of duties according to established format of department.

Communicates with applicants when interviewing them.

Physical Demands and Working Conditions: Work is sedentary, requiring some lifting and carrying of personnel files not exceeding 10 pounds.

Reaches for, handles, and fingers records and reports and typewriter.

Talking and hearing with applicants and other hospital workers.

Works inside.

WORK RELATIONSHIPS

Workers supervised: None.

Supervised by: PERSONNEL MANAGER.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to INTERVIEWER.

PROFESSIONAL AFFILIATIONS

None.

STATISTICAL CLERK

JOB DUTIES

Compiles data for reports concerning hospital personnel activities for analysis by administration and as a basis for statistical studies, using adding or calculating machine to compute totals, averages, and other details required:

Compiles statistics from source materials such as number of job applicants, interviews, tests, hirings, transfers, promotions, absentees, injuries, and turnover records to prepare weekly, monthly, and annual reports. Makes comparison reports, by month or year using source data. Calculates number of employees by department and classification and notes number of employees terminated and hired under each department and classification. Makes periodic wage and hour surveys of specified positions to compare hospital pay rates with those of other hospitals and businesses in the area. Assists PERSONNEL MANAGER to evaluate these reports.

Maintains employee personnel records by entering additional information, or removing records from the files for terminated employees.

Types statistical reports and may act as RECEPTIONIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, adding and calculating machines, statistical forms.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in mathematics and use of business machines.

No previous experience is necessary.

On-the-job training to learn particular statistical procedures.

WORKER TRAITS

Aptitudes: Numerical ability is necessary to make statistical computations quickly and accurately.

Clerical perception is necessary to perceive detail in tabular material, to proofread numbers, and to avoid errors in arithmetical computations.

Manual and finger dexterity to operate typewriter and business machines.

Interests: A preference for working with statistical computations and reports.

A preference for routine, organized activities, adaptable to preparing records and reports.

Temperaments: Suitability to perform repetitive, short-cycle operations in preparing statistical charts.

A sense of discipline to follow instructions carefully in computing statistical charts.

Physical Demands and Working Conditions: Work is sedentary.

Reaches for, handles, and fingers reports and records. Finger dexterity also required in operating business machines.

Near-visual acuity to read and write numbers.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PERSONNEL DIRECTOR.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

TRAINING OFFICER

JOB DUTIES

Assists in planning, organizing, and directing employee training programs designed to orient employees, improve job skills, and develop potential capabilities:

Confers with supervisors and department heads to determine need for training in order to increase job proficiency or improve morale. Plans new or special training classes and demonstrations, writes training material or adapts existing materials to immediate needs. Prepares and distributes pamphlets, memoranda, or manuals to be used by trainees. Schedules classes in cooperation with department heads, and arranges for lectures, demonstrations, or on-the-job training. Orients new employees to hospital policies, methods, and procedures.

Institutes supervisory training programs to develop more effective relationships between supervisors and subordinates. Instructs supervisors and department heads in training methods and use of training materials, and assists other members of the department with specific training or personnel problems.

Instructs employees relative to nature and hazards of equipment and materials handled, responsibilities of specific positions, and hospital safety rules. Conducts or arranges for sessions for introducing new procedures or equipment. Follows up program to evaluate effectiveness of training and to determine need for revision of methods or materials.

Selects and edits training materials such as educational films and books for training purposes. May prepare handbooks outlining personnel policies of institution, including information relative to salary and promotion; insurance, vacation, sick leave, and other benefits; standards of what is expected of employees and what they can expect from the hospital.

Designs training charts and other visual aids.

The duties of this job may be combined with those of INTERVIEWER, JOB ANALYST, EMPLOYMENT MANAGER, or PERSONNEL DIRECTOR.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Audiovisual equipment, training manuals, and other aids.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from accredited college or university with courses in educational methods, personnel administration, applied psychology, English, and possibly journalism.

Teaching experience or experience in personnel work is essential.

Inservice training in hospital procedures and routines.

WORKER TRAITS

Aptitudes: Verbal ability is needed to communicate (on a teacher-student basis) with workers of varying cultural and educational backgrounds and to prepare manuals and training materials.

Clerical perception is needed to organize and prepare manuals and training materials.

Interests: A preference for activities concerned with people and the communication of ideas to them.

A preference for activities concerned with creating effective training materials.

Temperaments: Suitable for work that involves a variety of conditions to conduct a meaningful instructional program geared to the needs of the hospital.

Ability to communicate with people in actual job duties, beyond giving and receiving instructions, when orienting them to hospital and giving on-the-job training.

Influences people through ideas of training and accident prevention programs.

Physical Demands and Working Conditions: Work is light. Sitting when preparing materials and standing when conducting training sessions.

Talking and hearing when conducting training sessions.

Near-visual acuity for reading and writing training materials.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PERSONNEL DIRECTOR.

Promotion from: No formal line of promotion. May be promoted from INTERVIEWER.

Promotion to: No formal line of promotion. May be promoted to PERSONNEL DIRECTOR after additional training and experience.

PROFESSIONAL AFFILIATIONS

American Society for Personnel Administration
52 East Bridge Street
Berea, Ohio 44017

American Personnel and Guidance Association
1605 New Hampshire Avenue, NW.
Washington, D.C. 20009

Public Personnel Association
1313 East 60th Street
Chicago, Ill. 60637

PUBLIC RELATIONS DEPARTMENT

PURPOSE: To interpret policies and objectives of the hospital to the public, to foster attitudes of confidence and respect for the hospital on the part of the community, and to interpret the public's opinion of the hospital to hospital authorities.

RESPONSIBILITY: Developing a planned course of action that will keep the public informed of the benefits to be derived from the hospital.

This department promotes and develops community understanding of hospital services and stimulates an active interest of the hospital staff in community needs; informs the public of hospital achievements as well as its programs; cooperates with other health agencies to fulfill health and welfare needs of the community; clarifies controversial health and welfare issues for both staff and community; stimulates willingness for voluntary contributions and public and private endownments; and interprets hospital policies and costs to the community.

Because of the increasing involvement in, and importance of, hospital-community relationships, a planned public relations program is vital. Probably the soundest basis for good community relations is through the spoken word of satisfied patients. There are many ways within the hospital to accomplish this end, such as giving special care to selection of personnel for admitting, information, telephone, and similar public contact positions; adjusting complaints in a sympathetic manner; adhering to accepted codes of ethics governing release of information; and developing an awareness on the part of employees, particularly nursing and medical staff, of the value of good relationships with patients.

Speeches arranged by the Public Relations Department and delivered by hospital representatives to business and service clubs, church, school, and extracurricular groups and addresses and dramatizations for radio and television audiences are vehicles for getting the hospital's story before the community.

Daily newspapers, neighborhood newspapers, school papers, and local industrial papers offer opportunities for promoting good public relations stories. Items can be newsworthy events, feature articles and picture stories, editorials, and regularly published hospital news or announcement columns. This material may be written by the publications staff or hospital Public Relations Department.

Regularly issued hospital bulletins for the hospital staff, bulletin boards, special editions of annual reports, and other reports along with patients' handbooks and brochures provide means of contacting both staff and patients with the written word.

Posters and exhibits for the public displayed either within the hospital or in other community establishments and hospital tours conducted for various groups also have proven successful.

Other responsibilities of the Public Relations Department may include surveying public opinion and planning special events.

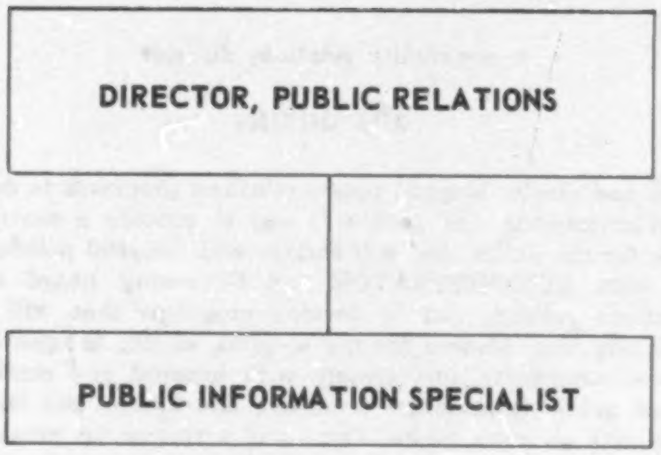
AUTHORITY: Public relations is a management function. The DIRECTOR, PUBLIC RELATIONS, therefore, should report directly to the ADMINISTRATOR. The Public Relations Department, however, operates in a staff capacity and has no authority over operating or line activities or personnel. The DIRECTOR, PUBLIC RELATIONS has line authority only over those in the Public Relations Department working directly under him.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Public relations has become a separate department because of the need for specialized knowledge and careful planning to increase public understanding of hospital objectives. The department plays the guiding role in developing the hospital's image in the community. The DIRECTOR, PUBLIC RELATIONS works closely with all hospital officials. Conferences and decisions pertaining to employee relations, and hospital policies and procedures, are of considerable interest to, and can have a direct bearing on, public relations. Frequently, the DIRECTOR, PUBLIC RELATIONS, works closely with a special committee of the governing board.

PHYSICAL FACILITIES AND STAFFING: The Public Relations Department should be easily accessible to the Executive Office of the hospital.

The department is usually supervised by a DIRECTOR, PUBLIC RELATIONS. Public relations functions, however, may be combined with other administrative responsibilities. In this case, there should be a clear division of time and responsibility so that public relations aspects are not subordinated to other activities and responsibilities. In small hospitals, the function is handled frequently by the ADMINISTRATOR or a committee of the governing board. Even with a full-time DIRECTOR, PUBLIC RELATIONS, it is advantageous to form an advisory committee of civic-minded persons in the community familiar with public relations techniques, in order to promote community interest and understanding.

PUBLIC RELATIONS DEPARTMENT


DIRECTOR, PUBLIC RELATIONS
PUBLIC INFORMATION SPECIALIST

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, PUBLIC RELATIONS

community relations director

JOB DUTIES

Organizes and directs hospital public relations programs to develop public interest, understanding, and good will and to provide a central source of information for the public that will comply with hospital policies:

Confers with ADMINISTRATOR and Governing Board to formulate public relations policies, and to develop programs that will result in a close community identification for the hospital, satisfy the publicity requirements of the community, and comply with hospital and medical codes of ethics. Plans public information programs and carries out such programs by working with all news media. Plans and arranges for press conferences, open houses, publicity brochures and displays, and solicits cooperation of medical staff and patients in these efforts. Plans, organizes, and directs volunteer participation in public relations programs, such as staffing of speakers' bureau and staffing of displays at the hospital and elsewhere.

Gathers information from hospital staff, physicians, and patients; writes news releases, and assists in press conferences, radio and television programs, to disseminate information regarding hospital admissions, surgical techniques, research activities, new equipment and facilities, and unusual medical or surgical cases that would be of general interest.

Conducts visitors on tours of hospital; addresses civic, business, and service organizations; and represents hospital in community activities. Writes articles for publication and prepares graphic materials and special reports.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office equipment and machines; news media.

EDUCATION, TRAINING, AND EXPERIENCE

College degree with courses in English, social studies, and the humanities.
Five to 10 years' experience in journalism and/or public relations.
At least 3 months' orientation in a hospital.

WORKER TRAITS

Aptitudes: Verbal ability that is particularly articulate is needed for public speaking; to participate in executive planning conferences; to communicate with people of varying backgrounds and education; to write articles and news releases; and to direct activities of others.

Organizational ability with an eye for detail is needed to perceive pertinent detail in narrative reports; to avoid perceptual errors in compiling; and to proofread material for publication.

Interests: An interest in people and the communication of ideas.

A creative interest, manifested in design and preparation of brochures, publicity materials, and displays.

Temperaments: Leadership qualities for work involving control of programs, working with administrators, employees, volunteers, and representatives of the community in varying situations. Makes decisions based on experience regarding program best suited to type of publicity to be used for each campaign.

Facility to interpret feelings, facts, and ideas in an interesting, informative manner when writing and preparing publicity material.

Physical Demands and Working Conditions: Work is primarily sedentary, but requires walking when conducting tours, and standing when addressing civic, business, and service organizations.

Talking and hearing are required when performing most of job duties and when speaking before audiences.

Frequently reaches for and handles papers and writing implements.

Near-visual acuity and color discrimination in preparing publicity materials and proofreading.

Works inside. Usually has own office.

JOB RELATIONSHIPS

Workers supervised: PUBLIC INFORMATION SPECIALIST. May have clerical help also.

Supervised by: ADMINISTRATOR.

Promotion from: None.

Promotion to: ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

Public Relations Society of
America, Inc.
845 Third Avenue
New York, N.Y. 10022

American Society for Hospital
Public Relations Directors
840 North Lake Shore Drive
Chicago, Ill. 60611

Public Relations Department **Public-Relation Man I 165.068**

PUBLIC INFORMATION SPECIALIST

editorial assistant

JOB DUTIES

Participates in hospital public relations activities, usually assuming responsibility for one or more continuing programs, to interpret objectives of the hospital:

Confers with DIRECTOR, PUBLIC RELATIONS to plan details of assigned program, such as program limits, involved hospital policies, format, media, and techniques.

Writes news releases, stories, and featured articles for newspapers, television, radio, house organs, pamphlets, and brochures. Compiles news, publicity, and background information by interviewing staff, patients, and visitors, researching subject in medical library, and extracting or clipping data from publications and reports. Prepares layouts and edits department publications, such as house organs, brochures, and special reports. Writes daily news bulletin for distribution to patients.

Conducts visitors on hospital tours; assists families of patients, reassuring them, arranging for temporary housing, and explaining hospital policies, procedures, and facilities to them. Answers inquiries regarding patients by telephone or letter. Obtains signatures authorizing release of information and publicity pictures. Maintains historical records and scrapbooks for future reference. Arranges for facilities and services for conferences and banquets.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office supplies and equipment; news media.

EDUCATION, TRAINING, AND EXPERIENCE

College degree with courses in English, social studies, and the humanities.
Two years' experience in public relations work.
Experience in journalism and group organization is desirable.
At least 3 months' orientation in hospital procedures.

WORKER TRAITS

Aptitudes: Verbal ability is needed to communicate with people of varying levels of education and background; to write news items; and to speak to groups.

Form perception is needed in preparing brochures and graphic publicity material.

Clerical perception is needed to detect and/or avoid errors in verbal material and in reviewing and proofreading final copy before submitting it to printer or to be duplicated.

Interests: A preference for people and the communication of ideas. A preference for creative endeavors, manifested in the design and preparation of graphic materials and layouts for news stories and other articles.

Temperaments: Capacity to communicate with people of varying education and background when interviewing or conducting tours.

Sensitivity to interpret feelings, facts, and ideas when writing news items and other releases.

Physical Demands and Working Conditions: Work is primarily sedentary, with some walking when conducting tours and standing while speaking to groups.

Reaching, handling, and fingering involved when preparing graphics and news releases.

Talking and hearing are required when communicating with people, in interviews or in groups.

Near-visual acuity and color discrimination are required in preparing publicity materials and proofreading.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: DIRECTOR, PUBLIC RELATIONS.
Promotion from: None. This may be an entry job.
Promotion to: DIRECTOR, PUBLIC RELATIONS.

PROFESSIONAL AFFILIATIONS

Public Relations Society of
America, Inc.
845 Third Avenue
New York, N.Y. 10022

American Society for Hospital
Public Relations Directors
840 North Lake Shore Drive
Chicago, Ill. 60611

PURCHASING AND RECEIVING DEPARTMENT

PURPOSE: To provide centralized procurement and control of all supplies, equipment, and materials used in the hospital.

RESPONSIBILITY: The determination of hospital needs and procurement of all equipment and supplies, consistent with high quality and economy.

The general functions of this department include developing specifications for commonly used items; reviewing catalogs and other informational literature to discover sources of improved equipment; promoting standardization and use of laborsaving equipment and supplies; conducting inspections to insure that items are not overstocked; and maintaining numerous records.

Specifically, when a purchase order is to be placed, this department is responsible for editing orders for completeness and verifying orders against catalogs, previous orders, and manuals for specifications such as those established by the American Hospital Association and the National Bureau of Standards. A determination is then made of quantities to be ordered based upon such information as hospital finances, market conditions, time of delivery, storage space available, anticipated rate of consumption, and availability of hospital facilities for manufacture of certain required items as are necessary for some items of Central Supply. Competitive bids are then obtained, evaluated, and formal purchase orders issued.

The basis of all operations of the Purchasing Department is the requisition initiated by individual departments. These may be either stock or purchase requisitions, depending on whether desired supplies are stocked by the hospital or are to be purchased. Such forms indicate date, department, quantity of each item returned for exchange, and the quantity and specifications of each item needed. Requisitions are approved and signed by responsible departmental or administrative authority, and forwarded to stockroom or purchasing section for procurement. Supplies required before scheduled delivery dates are secured by *emergency requisitions* following similar procedures with an added notation stating reasons for emergency.

In most hospitals the Purchasing Department will receive, verify, store, and issue, as well as purchase, supplies and equipment; some hospitals assign this responsibility to the Business Office.

AUTHORITY: Since purchasing is a staff function, the Purchasing Department exercises no authority over operating personnel, but exerts line authority over employees within the department. The PURCHASING AGENT recommends and advises department heads on quality and availability of supplies and equipment based on special knowledge and research. He selects vendors on basis of price, delivery, and quality of merchandise; and supervises the storage, control, and issuance of the merchandise upon authorized request. He is responsible to an administrator or to a delegated authority.

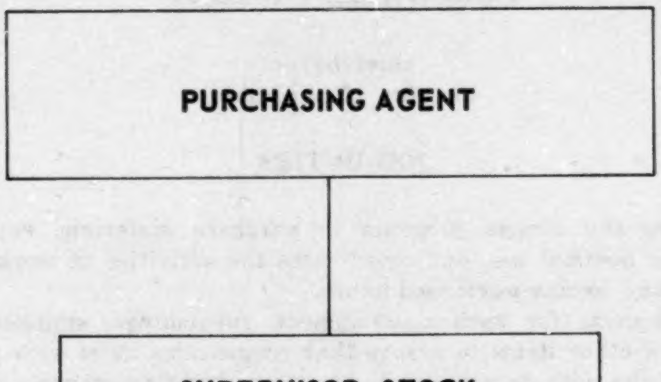
INTERRELATIONS AND INTRARELATIONSHIPS: Centralized purchasing provides advantages of economy, standardization, controlled accounting, and protection against waste. Actual procurement in all departments need not be performed by the Purchasing Department, but it should control the requisitions and purchasing procedures. A medical staff committee usually cooperates with the PURCHASING AGENT for the standardization of medical supplies.

The Purchasing Department deals directly with most other departments of the hospital. Particularly close coordination with the Business Department is necessary in order to maintain effective accounting, auditing, and budgetary controls and to maintain working contact with the storerooms, unless they are under the direction of the Purchasing Department. In some hospitals, purchasing is a function assigned directly to the Business Department. Recently, because of the increase in the variety of materials both disposable and nondisposable being used in most hospital departments, the Purchasing Department's personnel has been increased and it has become a separate department with its own authority.

STANDARDS: The Committee on Purchasing of the American Hospital Association has published a series of specifications to be used as a guide for more economical and effective purchasing.

PHYSICAL FACILITIES AND STAFFING; The Purchasing Department should have an office easily accessible to salesmen and hospital personnel. Where receiving, storing, and issuing of supplies, equipment, and materials are functions of this department, storage rooms and warehouse space should be situated conveniently to the using departments. The deprtment is usually supervised by a PURCHASING AGENT with special knowledge and skills in principles and procedures of purchasing. In the small hospital, the ADMINISTRATOR may perform the purchasing functions or delegate this responsibility to an ASSOCIATE ADMINISTRATOR or to others.

PURCHASING AND RECEIVING DEPARTMENT


PURCHASING AGENT
SUPERVISOR, STOCK
STOCK CLERK

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

PURCHASING AGENT

chief buyer
director of purchases

JOB DUTIES

Administers and directs program to purchase materials, supplies, and equipment for hospital use, and coordinates the activities of workers receiving, storing, and issuing purchased items:

Reviews requests for medical equipment, furnishings, supplies, building materials, and other items to assure that requisitions meet with purchasing policies. Consults with department heads to resolve discrepancies or to assist them in preparing requisitions for special items. Analyzes market conditions and statistical data, interviews vendors, and reviews catalogs and other source material to obtain information on items for purchase. Compares prices, specifications, and delivery dates, and directs the preparation and mailing of purchase orders to merchandising firms or their representatives. Prepares bid instructions on large orders or special equipment. May submit purchase orders on acceptable bids to administrative personnel for approval. May arrange with vendors for discount prices on purchases of large quantities of items, such as oxygens, soaps, intravenous solutions, and other supplies. Examines purchasing records to ascertain that staff has complied with all procurement procedures. Arranges with vendors for replacement of defective items purchased.

Reviews advertising literature, trade magazines, and other publications to keep abreast of market conditions, cost prices, and new products. Consults with department heads to determine the quality, effectiveness, and durability of products purchased.

Establishes procedures for, and assigns duties to, personnel engaged in receiving, storing, and issuing purchased items. Directs the taking of periodic inventories. Examines inventory records for accuracy and adherence to inventory control procedures. Reviews inventory of stock items to insure that level is consistent with usage. Initiates purchase orders on depleted stocks. Confers with department heads authorized to negotiate own purchases to assure that purchases are made within cost limits and are not overstocked in department.

Interviews and hires new employees and assigns them to purchasing section or stockroom. Conducts periodic staff meetings to inform staff of changes in policies and procedures. Compiles and prepares monthly reports on major purchases for inventory and budget purposes. Reviews records of purchases made over a specific period of time to determine methods for improving purchasing procedures. May not be required to purchase foodstuffs or medicines. May direct hospital's printshop and mailroom. May direct, and purchase supplies for, hospital-operated commissary.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Catalogs, inventory records, office supplies, price lists, purchase orders, purchase requisitions.

EDUCATION, TRAINING, AND EXPERIENCE

College degree in business administration or allied field is usually required. Some employers will accept high school graduates who have taken courses in purchasing, merchandising, accounting, and marketing at the college level.

Usually requires 2 years' experience in a phase of purchasing, either for the hospital or another institution. Some hospitals will select and train a potential candidate, from a lower classification within the hospital, who has acquired thorough knowledge of hospital policies, procedures, and departmental activities.

Usually 1 month's on-the-job training is required.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate effectively with vendors, to obtain the most reasonable prices, and to arrange for deliveries; to communicate with hospital staff to satisfy their purchasing needs; and with subordinate workers to motivate them and expedite their actions.

Numerical ability required to mentally calculate prices, price ranges, discounts, and other factors relating to purchasing, and to arithmetically estimate, measure, or determine footage in floor coverings, draperies, and other housekeeping or building materials.

Interests: A preference for business contacts with sales representatives, department heads, and associates.

A preference for the communication of ideas, to help in improving purchasing procedures.

Temperaments: Aptitude to direct, control, and plan the hospital purchasing program which requires frequent contact with vendors and members of the hospital staff.

Capable of sound business practices that may influence sales representatives to the advantage of the hospital's purchasing program.

Capacity to exercise judgment in contracting for purchases where frequently no specific benchmarks or precedents have been established.

Physical Demands and Working Conditions: Work is light. Involves frequent handling and fingering of records, printed matter, and correspondence.

Talking and hearing essential when conferring with vendors, department heads, and associates.

Works inside. Usually has own office.

JOB RELATIONSHIPS

Workers supervised: SUPERVISOR, STOCK; STOCK CLERK; and clerical workers.

Supervised by: ADMINISTRATOR, ASSOCIATE ADMINISTRATOR or delegated authority.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. May be promoted to an ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

American Association of Hospital
Purchasing Agents
840 North Lake Shore Drive
Chicago, Ill. 60611

National Association of Hospital
Purchasing Agents
840 North Lake Shore Drive
Chicago, Ill. 60611

STOCK CLERK

receiving and delivery clerk
storekeeper assistant
warehouseman

JOB DUTIES

Receives, stores, and issues materials, foodstuffs, supplies, and equipment; takes inventories; and compiles stock records in hospital stockroom or in department to which assigned:

Unpacks or uncrates items received, using crowbar, clawhammer, knives, or scissors. Inspects items for damage or defects, such as spoilage, torn wrappings, scratches, or breakage. Verifies accuracy of shipment by counting, weighing, or measuring items and comparing size, weight, description, and code numbers with information on invoice or packing slip and purchase order. Records or reports discrepancies or damage in shipment and signs invoice. May forward invoice to the accounts payable office. Marks identifying information, such as unit code, cost, date received, and other data on items. May post quantity received on a perpetual inventory card. Carries or conveys by handtruck items from receiving area and stores perishable items in refrigerator or others on shelves according to established procedures.

Takes items from stock to fill requisitions and carries them or delivers by handtruck to requesting hospital sections or departments. Obtains authorized signatures for accepted supplies and routes signed forms to purchasing section personnel. May deduct items from perpetual inventory card. Periodically takes physical count of stock on hand and verifies count with inventory control totals.

Adjusts inventory record to agree with physical count. May post prices of items on inventory sheet from established price list for audit. Requisitions additional supplies, as needed, from Purchasing Department.

Performs related duties: Maintains storeroom in orderly manner. May sweep and mop floors of refrigerators and storerooms. May devise improved storage arrangements, utilizing knowledge of hospital storekeeping. May construct additional pallets, using hammer, saw, and nails. May make minor repairs on data-writers, staplers, and other office equipment, using handtools. May compile and submit special reports to Purchasing Department, as required, such as amount of specialized items used during a specific period of time. May train new assistants in receiving and issuing supplies and maintaining perpetual inventory. May perform duties in various hospital departments; may be concerned only with foodstuffs, or with other hospital equipment and supplies, or with maintenance materials and supplies.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machines, brooms, charge records, dollies, handtrucks, inventory forms, invoices, knives, ladders, mops, handtools, requisitions, scales, rules.

EDUCATION, TRAINING, AND EXPERIENCE

Most employers require high school graduation. Some employers will accept workers with the ability to follow oral and written instructions and perform simple arithmetic calculations.

Some stockroom experience is desirable but not essential. Occasionally employers require 1 to 2 years' experience in stockroom and general clerical work.

Workers will usually receive 1 to 2 months' on-the-job training.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate effectively with other hospital staff members and delivery personnel.

Use of simple arithmetic is required to add and subtract quantities or units of stock items when posting perpetual inventory records.

Clerical perception is required to detect errors on requisitions, purchase orders, and inventory records.

Manual dexterity is required to move boxes, packages, and other items in a rapid and skillful manner so as to avoid damage to containers and contents.

Interests: A preference for working manually with things and objects to work well in receiving, storing, and issuing stock, according to a routine and organized procedure.

Temperaments: Ability to adjust to routine stockwork, carried out under direct supervision.

Physical Demands and Working Conditions: Work is of medium physical demand, frequently requiring lifting and carrying articles weighing up to 25 pounds for considerable distances when delivering supplies.

Frequently stoops and crouches when storing supplies on shelves or pallets near the ground.

Works indoors. Workers dealing with perishable commodities are exposed to extreme cold from walk-in refrigerators. Subject to strains due to lifting heavy objects and to bruises from falling objects. Carelessness in handling heavy items could result in serious injuries to head and extremities.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: SUPERVISOR, STOCK.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to SUPERVISOR, STOCK.

PROFESSIONAL AFFILIATIONS

None.

SUPERVISOR, STOCK

storekeeper
warehouse manager

JOB DUTIES

Supervises and coordinates the activities of hospital storeroom personnel engaged in receiving, storing, and delivering materials, equipment, and supplies to various hospital departments:

Receives advance notice of arrival of goods from purchase orders and communications from shippers and carriers. Assists in clearing space for stock and assigns to assistants such tasks as unloading, unpacking, and storing shipments. May direct worker to deliver certain items directly to using department. Signs receipts for materials received, reserving right to return them later in case of damage or if order has been incorrectly filled. Enters data such as order number, weight, condition, carrier, and shipper on receiving sheet and verifies contents with delivery sheet submitted by carrier. Verifies stock identification numbers and specifications against original purchase order. Examines materials for damage and defects, and accepts or rejects goods. Notifies transportation companies of damaged goods and fills out damage reports. Directs storage and issuance of materials.

Makes periodic reports listing such data as shipments received, contents and condition of shipments, names of shippers, and trade names and quantities of materials issued on requisitions. Assists in keeping current inventory of materials by filing cards for goods received and issued, and posting such transactions in a ledger. Determines amount of supplies on hand and notifies Purchasing Department when stocks are low.

Performs related duties: Trains new workers assigned to storeroom. May interview and hire new employees. May assist Personnel Department in preparing job performance evaluations of assistants. May recommend promotions and transfers. May make minor repairs to articles carried in stock. May initiate correspondence with commercial establishments concerning damaged and unsatisfactory articles. May drive light truck to pick up supplies and equipment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Floor plans, forms, inventory cards, invoices, ledger, purchase orders, requisitions.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent is required, including courses in business arithmetic and often in bookkeeping.

Worker must have a minimum of 2 years' experience in all phases of hospital stock-control work.

A 3 months' break-in period is required.

WORKER TRAITS

Aptitudes: Verbal ability is required to schedule, assign, and supervise workers.

Numerical ability is required to verify quantities of incoming items and prepare reports of stock on hand.

Clerical ability is required to detect and avoid errors in checking stock-control records.

Interests: A preference for business contacts, which are with subordinates and other hospital employees.

Temperaments: Versatility to perform a wide variety of duties when supervising the stockroom.

Capability to plan, control, and direct the receiving, storing, and delivery of stocks for a hospital storeroom.

Capacity to deal effectively with subordinates, superiors, and other hospital personnel where storeroom is concerned.

Physical Demands and Working Conditions: Work is light. Lifts and carries stock items weighing 5 to 10 pounds.

Reaches for and handles stock items.

Talking and hearing required for work instructions and assignments to subordinates.

Near-visual acuity is required to read records, invoices, packing slips, and reports.

Works inside.

JOB RELATIONSHIPS

Workers supervised: STOCK CLERK and clerical assistants.
Supervised by: PURCHASING AGENT.
Promotion from: STOCK CLERK.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Association of Hospital
Purchasing Agents
840 North Lake Shore Drive
Chicago, Ill. 60611

National Association of Hospital
Purchasing Agents
840 North Lake Shore Drive
Chicago, Ill. 60611

TRAINING DEPARTMENT

PURPOSE: To coordinate all training programs within the hospital in such a way as to prepare qualified, well-adjusted personnel to provide efficient hospital service.

RESPONSIBILITY: The Training Department may be assigned as many functions as needed to realize an equitable return on the hospital's investment in its employees. These functions will vary greatly depending upon the training needs and size of the hospital.

The department has responsibility, within delegated authority, for planning and administering comprehensive training programs. These programs may encompass all phases of hospital job training, from the employee who needs only brief on-the-job training to perform satisfactorily, to the professional interns who need academic training as well as extensive practical experience to meet professional standards. If the hospital is connected with a teaching institution, then practical, theoretical, and technical training is provided to students. Refresher courses for returning professional personnel as well as advanced courses for personnel interested in upgrading and promotion are provided. This department is responsible for on-the-job training and orientation of every person employed by the hospital. Training of volunteers may also be a function.

While the personnel of the department may not take part in each training program, the department is responsible for planning, organizing, supervising, and carrying out all the programs for the hospital. It coordinates its policies and programs with community programs that may have resources for recruiting potential employees.

AUTHORITY: The department is under the direction of a DIRECTOR, TRAINING PROGRAMS, who is responsible to the ADMINISTRATOR or ASSOCIATE ADMINISTRATOR depending on the organization of the hospital. If the program involves the utilization of specialized training personnel assigned to other departments, it must have the support of the governing board and the fullest cooperation of administration and cooperating departments. While the DIRECTOR, TRAINING PROGRAMS requests and assigns instructors to training duties and is responsible for their efficiency, in this function, such individuals are supervised by those in charge of the department to which they are regularly assigned.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: The Training Department has become a separate department because administration realizes the need for specialized knowledge and careful planning to insure well-trained, efficient personnel. The education and training functions of the hospital require careful organization and followup of all training programs to insure that standards are achieved and maintained. Members of this department come in contact with personnel from all departments of the hospital. The head of the department cooperates with heads of all departments in establishing methods and techniques of training and training course content, in selecting personnel responsible in each department for training functions, and in providing facilities for classrooms, and for supplies and equipment. Scheduling of formalized training courses should be programed to coincide with recruitment and hiring drives, as well as with the acceptance of students and interns from schools and universities.

PHYSICAL FACILITIES AND STAFFING: The physical location of an office for the DIRECTOR, TRAINING PROGRAMS should be in close proximity to both the Personnel Department and the administrative offices. Classrooms and storage space should be available for visual aids and other training materials.

Every supervisor, director, or coordinator of a department performs a training function for that department; some departments have their own specialized training person. The DIRECTOR, TRAINING PROGRAMS cooperates and coordinates with all other training personnel and has the authority to call upon them to supplement his program. Among the specialized instructors in this group are:

TRAINING OFFICER (personnel department) who assists in planning, organizing, and directing training programs to orient employees in hospital policies and routines; to provide efficient training programs for supervisors; and to provide on-the-job safety instruction.

DIRECTOR OF STAFF DEVELOPMENT (nursing service) who plans, develops, and directs programs for professional development of hospital nursing staff and coordinates staff development with nursing service program.

INSTRUCTOR, ANCILLARY NURSING PERSONNEL (nursing service) who plans, coordinates, and instructs inservice orientation and educational programs (theoretical and practical aspects of nursing) to train ancillary nursing personnel.

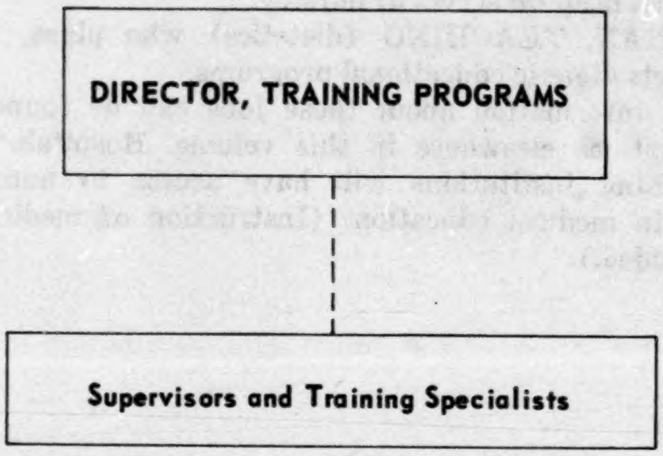
INSTRUCTOR, NURSES, INSERVICE (nursing service) who plans, directs, and coordinates inservice orientation and educational programs for professional nursing personnel. Included are refresher courses for returning professional nurses.

CLINICAL INSTRUCTOR (nursing education) who teaches theoretical and practical aspects of patient care to nursing students in a hospital school of nursing.

DIETITIAN, TEACHING (dietetics) who plans, organizes, and conducts dietetic educational programs.

Further information about these jobs can be found in their job descriptions elsewhere in this volume. Hospitals connected with teaching institutions will have access to numerous instructors in medical education. (Instruction of medical interns is not included.)

TRAINING DEPARTMENT


DIRECTOR, TRAINING PROGRAMS
Supervisors and Training Specialists

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, TRAINING PROGRAMS

educational supervisor
staff-training officer
training coordinator
training specialist

JOB DUTIES

Organizes, administers, and conducts training and educational programs in a hospital for purposes of management and promotional development, on-the-job training, and orientation of employees regarding hospital policy and routine:

Confers with management and line supervision to determine outline and scope of programs. Applies knowledge of hospital procedures, job breakdowns, safety rules, supervision techniques, and related information to formulate training curriculum. Makes sure that curriculum for professional trainees adheres to standards established by professional organizations. Organizes lectures, training manuals, examinations, visual aids, reference libraries, and other training implements. Trains instructors and supervisory personnel in proper training methods and techniques and assigns them to specific programs. Coordinates established training courses with technical and professional programs offered in public schools and universities. Prepares budget for training needs and determines allocation of funds for staff, supplies, equipment, and facilities. Maintains records of training activities and evaluates effectiveness and application of programs. Represents institution at vocational and educational meetings. May screen, counsel, test, and recommend employees for inservice educational programs or for promotion or transfer.

Utilizes a variety of audiovisual aids and training techniques such as case study, role play, and management games.

Calls upon training personnel of various departments to teach their specialties such as DIETITIAN, TEACHING; CLINICAL INSTRUCTOR; INSTRUCTOR, NURSES, INSERVICE; INSTRUCTOR, ANCILLARY NURSING PERSONNEL; and the general TRAINING OFFICER. Also has the authority to schedule supervisors and personnel from other departments to give on-the-job or refresher training to recruits.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Manuals, reports, audiovisual aids, and other equipment as necessary.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university with courses in educational methods, personnel administration, applied psychology, English, and possibly journalism. Master's degree in education and personnel management is preferred.

Teaching and personnel management experience is essential.

Inservice training in hospital procedures, routines, policies, and organization.

WORKER TRAITS

Aptitudes: Verbal ability is required to discuss training programs with administrative staff and instructors; to effectively coordinate the training program; to prepare manuals and training materials; and to evaluate reports.

Numerical ability is required to evaluate statistical training data, to make various computations of departmental operations, and to prepare budgets.

Interests: A preference for technical activities to develop and administer training programs.

A preference for people and the communication of ideas with others and to evaluate the various training changes or extensions to meet needs of recruits and the hiring departments.

Temperaments: An aptitude to direct, plan, and coordinate the activities of all the training programs in the hospital.

Ability to form generalizations or conclusions on basis of measurable or verifiable criteria and sensory or judgmental criteria, such as the relationship between existing training programs and the anticipated needs of the hospital and the community.

Ability to relate to people in a manner to win confidence and establish support.

Physical Demands and Working Conditions: This is light work. Sitting and walking throughout workday.

Handling reports, manuals, and other desk items.

Talking and hearing to converse with instructors, administrative personnel, hospital staff, and outsiders.

Works inside. Usually has own office.

JOB RELATIONSHIPS

Workers supervised: General supervision over instructors assigned to teach specific courses.

Supervised by: ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR.

Promotion from: An instructor with administrative ability.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society for Training and Development
313 Price Place
P.O. Box 5307
Madison, Wis. 53707

VOLUNTEER SERVICES DEPARTMENT

Purpose: To provide desirable services supplemental to essential services, which contribute to total patient care; to help create and promote in the community an understanding of the hospital and its services through the volunteer who becomes a part of the hospital family; and provide to the community a means of giving service to meet the human need.

Responsibility: To develop, in cooperation with department heads, a program of coordinated activities to determine where the services of volunteers can be used to advantage. After initiating and conducting a survey of all hospital activities where volunteers might be used, the department is then responsible for establishing and carrying out a program that will augment and supplement the regular hospital program.

Volunteer services may be utilized in almost every department of the hospital, but close integration of hospital activities and volunteer functions is essential. While volunteers perform duties and provide services without pay, such workers must be oriented and trained to work on a scheduled basis that fits into the hospital program.

The Volunteer Services Department is concerned with recruiting workers; classifying them in terms of interests, experience, abilities, and availability; initiating training programs; and referring workers to departments where they are assigned duties on the basis of matching worker's qualifications and job demands. The capacity of the department to supplement and augment the work of the regular hospital staff is limited only by the number and training of volunteers.

The department maintains records of applications and of performance for all volunteers and makes periodic reports covering work of the department and effectiveness of services rendered. Volunteer Services must be organized and maintained on the same basis as other essential services.

Authority: The department is under the supervision of a DIRECTOR, VOLUNTEER SERVICES responsible either to the ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR, depending on the organization of the hospital. If a program involving utilization of volunteers is to succeed, it must have support and approval of the governing authority and fullest cooperation of administration. While the DIRECTOR, VOLUN-

TEER SERVICES assigns workers to duties and is responsible for their efficiency, individual workers are supervised by those in charge of the department to which the volunteer is assigned.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Members of this department are in contact with personnel in all departments of the hospital. The head of this department cooperates with heads of all departments utilizing volunteer workers; is accessible to the general public; and, in cooperation with Public Relations Department, contacts numerous community civic and social groups. If there is a women's auxiliary, the DIRECTOR, VOLUNTEER SERVICES should work closely with this group as a source of obtaining volunteers and as a means of expanding the program.

Close contact with administration is vital, since it provides a continuing source of encouragement and prepares the regular hospital staff for effective use of volunteers. It is also helpful to organize an advisory committee from other segments of the hospital family and from the community which can render considerable assistance through recommendations concerning purposes and policies to the DIRECTOR, VOLUNTEER SERVICES and to heads of departments using volunteers.

Within the department itself, the DIRECTOR, VOLUNTEER SERVICES must be continuously aware of the need for developing and maintaining the interest and cooperation of the group. Assignment to higher level jobs and rotation from routine, repetitive tasks should be the reward for excellent service.

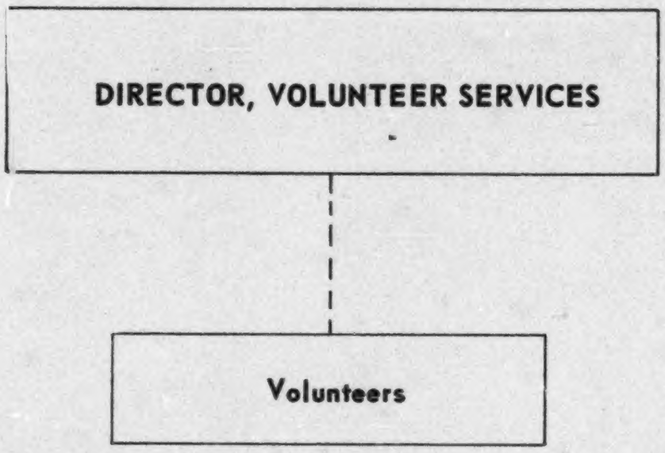
Periodic meetings are also helpful to provide opportunities for members to express themselves, meet socially, and learn of progress in service.

PHYSICAL FACILITIES AND STAFFING: An office for the department head, and dressing rooms and locker room space for the use of volunteers should be provided.

The DIRECTOR, VOLUNTEER SERVICES, who may be a volunteer or paid employee, should have a bachelor's degree with a suggested major in the behavioral sciences, have had some previous administrative experience, understand hospital routine and procedures, and be familiar with the community and its potential sources of volunteers.

The staff of volunteers may be composed of individuals with a range of skills as varied as those of the regular staff. Many of the duties require only minimum training and can be readily performed by a person willing to serve. For others, duties such as laboratory jobs, volunteers with special aptitudes or experience must be recruited. The number of volunteers depends on the size of the institution, types of services rendered, and number of patients treated. Volunteers must be dependable, to provide a minimum of service each week, and should approach their duties as conscientiously as they would any paid occupation.

VOLUNTEER SERVICES DEPARTMENT


DIRECTOR, VOLUNTEER SERVICES
Volunteers

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, VOLUNTEER SERVICES

coordinator of volunteers

JOB DUTIES

Plans with administrative staff the objectives and scope of the volunteer services program to augment the services of regular hospital staff; recruits and orients new volunteers, arranges for their training and placement, and supervises the program:

Confers with hospital administrative staff to plan volunteer program consistent with institution's needs. Recommends establishment of policies and procedures for inservice training of volunteers, work hours, types of services to be performed, and assignment of volunteer workers. Meets with department heads to determine volunteer service needs and to interpret service policies and procedures.

Recruits and interviews applicants to determine their aptitudes, abilities, and other qualifications. Classifies applicants according to qualifications, interests, age, time available for duty, and other characteristics.

Arranges for formal orientation of new volunteers which should include a description of the institution, its purposes and organization, the place of the volunteer service program within that organization; the policies of the Volunteer Department; and the responsibilities of the volunteer. In cooperation with the staff of the hospital, organizes training courses to instruct volunteers in techniques and procedures of duties to be performed and arranges for or conducts preservice training classes and on-the-job training.

Receives requests for services of volunteers from various hospital departments and cooperates with department supervisor to define services to be performed by volunteers and to outline duties for each assignment. In cooperation with department supervisors, places volunteers according to their aptitudes and interests. Conducts periodic reorientation for all volunteers.

Conducts surveys and meets with department heads to evaluate the effectiveness of the volunteer service program. Periodically counsels with and evaluates individual volunteer. Devises methods for improving, modifying, or expanding the program and recommends changes in established policies and procedures. Arranges for appropriate recognition of the volunteer.

Prepares manuals, handbooks, and guides covering policies, procedures, and programs.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Standard office equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Preferably a bachelor's degree with suggested major in the behavioral sciences, including management.

Experience in a supervisory or executive capacity, or extensive hospital volunteer organization work.

WORKER TRAITS

Aptitudes: Verbal ability is required to discuss volunteer program with administrative and volunteer personnel, to effectively promote the volunteer program, and to explain hospital policy to individuals and groups.

Interests: A preference for contact with people is necessary for duties involving coordination of efforts of volunteer workers with those of staff members, and meetings with other civic, social, and service organizations of the community.

Temperaments: Ability to direct, control, and plan entire activities of volunteer service functions.

Able to deal with people in actual job duties when interviewing, orienting, and following up volunteers.

Able to evaluate reports, surveys, and volunteer performance records against both judgmental and verifiable criteria.

Calmness and efficiency needed to perform activities involving many details and frequent change.

Physical Demands and Working Conditions: This is light work.

Sits and walks throughout working day.

Talking and hearing to converse with hospital staff, volunteers, and audiences.

Handles office equipment and supplies.

Works inside. Usually has own office.

JOB RELATIONSHIPS

Workers supervised: All volunteer workers and departmental staff.

Supervised by: ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.

Promotion from: No formal lines of promotion.

Promotion to: No formal lines of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Directors of Volunteer Services
American Hospital Association
840 North Lake Shore Drive
Chicago, Ill. 60611

PROFESSIONAL CARE DIVISION

ANESTHESIOLOGY
CENTRAL SERVICE
CLINICAL LABORATORIES
DENTAL
DIETETICS
MEDICAL LIBRARY
MEDICAL RECORDS
NURSING EDUCATION
NURSING SERVICE
OUTPATIENT
PHARMACY
PHYSICAL MEDICINE & REHABILITATION
RADIOLOGY-NUCLEAR MEDICINE
SOCIAL SERVICE
SPEECH AND HEARING
TECHNICAL SERVICES

ANESTHESIOLOGY DEPARTMENT

Purpose: To provide for the administration of all anesthetics in the hospital, to contribute to treatment of patients, and to increase knowledge of the use of anesthetic agents and related techniques.

Responsibility: To provide anesthesiology services in surgical, obstetrical, and related medical procedures. The Anesthesiology Department is responsible for obtaining a physical examination, including clinical laboratory findings, of each patient before an anesthetic is administered, recording kind and amount of anesthetic administered, patient's condition before, during, and after anesthesia, and preoperative and postoperative medications; observing patient's condition until all effects of the anesthesia have passed; evaluating effectiveness of anesthetic used; establishing and carrying out safeguards in administration of anesthetics; and caring for equipment.

Authority: A physician trained in anesthesiology usually directs the activities of this department. He reports to administration for his administrative responsibilities, to the chief of the medical service for his professional practices, and has full authority over anesthesiology services in the hospital. In the absence of an ANESTHESIOLOGIST, the surgeon is responsible, and the division of duties between him and the NURSE ANESTHETIST is at his discretion. Legally the PHYSICIAN or SURGEON is responsible for choosing the anesthetic agent and the techniques to be used. In practice, they often defer to the recommendations of the ANESTHESIOLOGIST or NURSE ANESTHETIST who has been chosen to administer the anesthesia.

Interrelationships and Intrarelationships: Personnel in the department must work closely with surgical, obstetric, X-ray, inhalation therapy, emergency room, pediatrics, and psychiatric services, and in recovery rooms and intensive care areas. The department head attends regular medical staff meetings, participates in discussions, and presents records of the department as a contribution to clinical research.

Standards: Minimum standards have been formulated by the American College of Surgeons, the American Osteopathic Association, and the American College of Anesthesiologists for the safety and efficiency of anesthesiology services in the hospital.

Requirements included pertain to organization, personnel, preanesthetic examinations, records, followup, and safeguards.

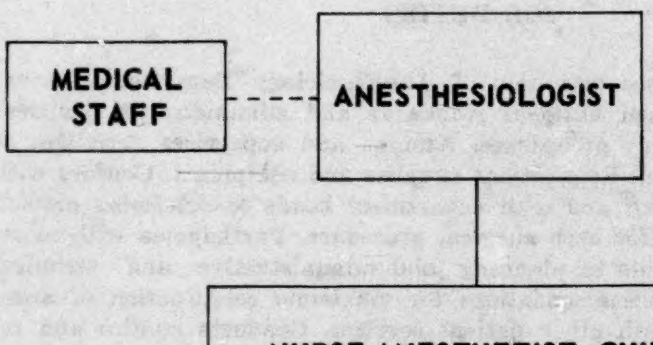
Physical Facilities and Staffing: In a large hospital, the office of a full-time ANESTHESIOLOGIST should be near the operating room. Space for storing anesthesiology equipment and supplies should also be located in or near the operating room.

Due to hazards involved in improper use of anesthetics, it is necessary to insure the safety of all personnel and patients in accordance with precautions recommended by the National Board of Fire Underwriters. Explosive anesthetics are stored in a fire-resistant room, on the roof, or in a locked enclosure several feet from the hospital. To prevent accumulation of static electricity, which is a major hazard of anesthesiology, operating-room equipment and personnel should be grounded through suitably conductive floors and all-cotton uniforms. The possibility of sparks from electrical connections and switches must be eliminated. Open flames should be prohibited within the area, as well as the practice of smoking near the operating room.

An organized Department of Anesthesiology should be under direct supervision of a physician. In the smaller hospital, this service may be assigned to a staff physician who has had special training in the field. NURSE ANESTHETISTS who are qualified to administer anesthetics should be available to assist in carrying on the work of the department, and the NURSE ANESTHETIST, CHIEF may be assigned administrative duties. In some instances, an ANESTHESIOLOGIST may devote time to two or more hospitals and supervise NURSE ANESTHETISTS where the volume of work does not justify employment of a full-time ANESTHESIOLOGIST or NURSE ANESTHETIST, CHIEF.

Miscellaneous: There have been no major technological changes in anesthesiology for many years. Good, steady research has produced new anesthetic agents, but usually these do not require major changes in traditional techniques. The research trend on agents is toward producing multifunction agents; that is, agents to serve as both anesthetics and muscle relaxants, with fewer undesirable side effects.

ANESTHESIOLOGY DEPARTMENT


MEDICAL STAFF
ANESTHESIOLOGIST
NURSE ANESTHETIST, CHIEF
NURSE ANESTHETIST

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

ANESTHESIOLOGIST

JOB DUTIES

Directs and supervises activities of Anesthesiology Department in accordance with established national standards and administrative policies: Establishes department procedures. Assigns and supervises activities of all department personnel. Requisitions supplies and equipment. Confers with members of surgical staff and with department heads to determine method and type of anesthesia for each surgical procedure. Participates with members of other departments in planning joint administrative and technical programs and makes recommendations for maximum coordination of anesthesiological services with other patient services. Conducts studies and research programs on effectiveness and usefulness of new techniques and anesthetics.

Administers various types of anesthetics to render patients insensible to pain during surgical procedures, manipulation or setting of fractures, deliveries, and other therapeutic and diagnostic measures: Examines patients to determine degree of surgical risk, type of anesthetic to be administered, and preanesthetic sedation. Selects anesthetic best adapted to patient's condition and risk involved. Positions patient on operating table and administers anesthetic as prescribed by general medical standards. Inspects equipment before and watches it during anesthesia, to determine that it is working properly. If working improperly, makes adjustments or substitutes equipment. Observes anesthetized patient for adverse reactions, advises physician of condition, and initiates remedial measures. Maintains record of anesthetic administered, condition of patient prior to and throughout anesthesia, preanesthetic and postanesthetic medications, and condition of patient at close of operation. Administers treatments to patients having symptoms of postanesthetic complications. May accompany patient to recovery room or intensive care unit. May instruct interns, residents, and nurses in methods and techniques of anesthesiology.

Prepares department budget.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Various kinds of anesthetics, apparatus, and equipment such as cardiac arrest equipment, resusitator, hypothermic machine, and defibrillator, and administers or operates them. Standard operating room equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school approved by Council on Medical Education and Hospitals of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American

Osteopathic Association, or a diplomate approved by the National Board of Medical Examiners or National Board of Osteopathic Examiners. State license to practice medicine or osteopathy.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand medical terminology; for preparing written reports in technical language; for reading and understanding medical charts, books, and publications, and to instruct students.

Numerical ability is needed in using chemistry, physics, and calculus to determine amounts and types of anesthetics.

Both form and spatial perception are needed to visualize patient's probable and actual reaction to anesthetics and in taking remedial measures as necessary.

Interests: A preference for working with people, by applying knowledge of anesthesia to maximize comfort and health of patient during surgery.

A preference for technical activities, in order to apply anesthetic techniques, to conduct studies and research projects, and to analyze and prepare technical reports.

Temperaments: Work requires the ability to handle a variety of duties which may be interrupted and changed by unforeseen circumstances, such as emergency anesthesia cases.

Ability to direct, control, and plan the work of the entire department so that all responsibilities will be discharged in an orderly, efficient manner.

Able to communicate with patients when explaining procedures; with students, interns, and other personnel when teaching; with nurses and physicians when performing as a member of a team and when explaining advantages of new anesthesia and techniques.

Stability to perform under stressful conditions of surgery and childbirth. Steps in the procedures must be performed rapidly and efficiently, under the constant pressure of responsibility for the patient's life and health.

Must decide amount of anesthetic to administer, based on judgments about level of sleep of the patient, determined from such symptoms as changes in skin color, depth and frequency of respiration, and blood pressure. There can be no prescribed or standardized instructions on dosage, since this depends on the individual characteristics of each patient.

Adheres to accepted practices of preparing the patient and administering the anesthetic. While much judgment is required within the steps of anesthetic procedures, each step must be completed to assure success of the operation.

Physical Demands and Working Conditions: This work is light. Walking to and from operating room, recovery room, and patient's rooms.

Sitting and standing to administer anesthetics and to observe condition of patient.

Reaching, handling, and fingering of anesthetic supplies and equipment.

Verbally instructs students in methods and techniques.

Near-visual acuity needed when administering anesthetics.

Color perception needed to observe changes in skin color.

Works inside. Occasionally exposed to hazards resulting from explosive and inflammable gases.

JOB RELATIONSHIPS

Workers supervised: NURSE ANESTHETIST, CHIEF; NURSE ANESTHETIST.

Supervised by: ADMINISTRATOR or ASSOCIATE ADMINISTRATOR.

Promotion from: None.

Promotion to: None.

PROFESSIONAL AFFILIATIONS

American Society of Anesthesiology
515 Busse Highway
Park Ridge, Ill. 60068

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

American Osteopathic Association
212 East Ohio Street
Chicago, Ill. 60611

NURSE ANESTHETIST

staff anesthetist

JOB DUTIES

Administers intravenous, spinal, and other anesthetics to render persons insensible to pain during surgical procedures, deliveries, or other medical and dental procedures:

Reviews schedule of cases assigned for each day and type of anesthesia prescribed for each. Takes necessary supplies and equipment to operating room and assembles equipment, such as syringes and tubing. Assembles machine for administering gas and tests it to insure proper functioning. Positions patient (after checking for correct identification) on operating table according to established procedure for type of operation to be performed. Studies physical findings of preoperational examination to determine probable effects of anesthetic on patient. Administers preoperational medications prescribed by physician, if not already given. Prepares prescribed solutions for intravenous injections. Ascertains that blood of proper types is available for emergency use. Takes patient's blood pressure, respiration, and pulse. Explains procedure to patient to secure cooperation and bolster confidence.

Fits mask to patient's face and starts gas flow. Maintains patient in surgical anesthetic state, adjusting oxygen and gas flow and keeping air tubes in position as necessary, or injects prescribed intravenous anesthetic. Periodically takes patient's blood pressure, respiration, and pulse; and watches for significant physical changes, such as dilation of pupils and change in skin color. Keeps surgeon informed of patient's condition. Takes necessary remedial action, such as aspiration of throat and administration of oxygen, to prevent asphyxiation, strangulation, or surgical shock. On patient's clinical chart, records condition of patient prior to, during, and following administration of anesthetic and type of anesthetic used. In obstetrical cases, administers analgesic agent to minimize pain and administers anesthetic prior to delivery and for operative obstetrical cases.

Assists in moving patient from operating room to recovery room or floor.

Periodically checks condition of patient and takes remedial measures to alleviate unfavorable postanesthesia effects. Notifies physician when unfavorable symptoms develop. Submits postoperative report on patient's condition when effects of anesthetics have worn off.

Disassembles equipment and cleans work area or directs others to perform these functions. Removes supplies and accessories to supply room and cleans and sterilizes instruments and equipment according to standard procedures.

Requisitions necessary repairs or adjustments to equipment. Periodically inventories supplies and orders replacements to maintain adequate stock of anesthetics, supplies, and accessories.

Maintains records of each anesthetic administered. Prepares periodic reports relative to activities of section.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Anesthetic supplies and standard operating room equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited School of Nursing plus graduation from an accredited School of Nurse Anesthesiology, usually an 18- to 24-month course. Must be certified as a Registered Nurse and as a Registered Nurse Anesthetist in the State where working. Depending upon the hospital, may or may not need previous experience.

A short break-in period to learn procedures of specific hospital.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand medical terminology and principles; for preparing written reports in technical language; and for reading and understanding preoperational reports.

Form perception is necessary to insure that patient is breathing properly to obtain maximum benefit from anesthetic.

Motor coordination is needed to coordinate vision with finger-and-hand movements to quickly and precisely administer anesthetics and remedial action and to prepare and position equipment used.

Color discrimination is necessary to determine that patient's skin color remains normal during period of anesthesia.

Interests: A preference for working with people, by applying knowledge of anesthesia to maximize comfort and health of patients during surgery.

A preference for activities related to machines and techniques in order to set up and use anesthetic agents and equipment, following accepted anesthesia procedures and techniques.

Temperaments: Equipped to deal with people in actual job duties when cooperating as a member of the surgical team; and when reassuring patient.

Performs under stressful conditions of surgery and childbirth.

Reacts quickly and efficiently when patient under surgery shows adverse symptoms.

Adheres strictly to established practices of preparing the patient and administering anesthetic.

Physical Demands and Working Conditions: This work is medium. Helps lift, move, and position patient on operating table.

Sits and stands to administer anesthetic and to observe condition of patient under anesthesia.

Reaches, handles, and fingers equipment, valves, and parts.

Near-visual acuity and color perception when administering anesthetics and observing physical condition of patient.

Works inside. Occasional exposure to hazards resulting from explosive or inflammable gases.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: NURSE ANESTHETIST, CHIEF or ANESTHESIOLOGIST.

Promotion from: NURSE, STAFF after formal training.

Promotion to: NURSE ANESTHETIST, CHIEF. Advancement may also be made through addition of supervisory, administrative, or teaching duties.

PROFESSIONAL AFFILIATIONS

American Association of Nurse Anesthetists
Suit 3010, Prudential Plaza
Chicago, Ill. 60601

NURSE ANESTHETIST, CHIEF

JOB DUTIES

Directs and supervises NURSE ANESTHETISTS who administer anesthetic to surgical and obstetrical patients:

Schedules assignment of cases to NURSE ANESTHETISTS. Supervises planning, securing, and arranging necessary equipment, and directs activities of NURSE ANESTHETIST in operating room. Performs anesthetist duties where nature of surgery or patient's condition is such that serious problems may arise during operation.

Assists ANESTHESIOLOGIST in planning courses of instruction for student nurses and participates in the instruction. Directs students in practical application of principles of anesthesiology, plans demonstrations of methods and techniques, and supervises work experience. May instruct medical interns and residents in methods and techniques of anesthesiology.

Participates in medical staff conferences concerning surgery and recovery procedures and training as related to anesthesia.

Analyzes data and prepares reports concerning specific anesthesia, drugs, techniques, and reaction of patients to them, as a basis for further medical research. May participate in a program of research in anesthesiology, including development of new techniques for administration of anesthetics and minute observation and recording of patients' reactions.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Anesthetic supplies and standard operating room equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from both an accredited School of Nursing and an accredited School of Nurse Anesthesiology, the latter usually an 18- to 24-month course. Must be a certified Registered Nurse as well as a Registered Nurse Anesthetist in the State where performing the work.

From 2 to 5 years' experience as a NURSE ANESTHETIST, part of which was spent as an Instructor.

A short break-in period to learn procedures of specific hospital.

WORKER TRAITS

Aptitudes: Verbal ability is needed to understand medical terminology; for preparing technical reports; for reading and understanding medical charts; for instructing students and NURSE ANESTHETISTS; and to prepare records reporting reactions of patients to anesthetics.

Form perception is needed to insure that patient is breathing properly to obtain maximum benefit from anesthetic.

Motor coordination is needed to coordinate vision with finger-and-hand movements to quickly and precisely administer anesthetics and sedations and to prepare and position equipment used.

Color discrimination is necessary to determine that patient's skin color remains normal when receiving anesthetic.

Interests: A preference for working with people, by applying knowledge of anesthesia to maximize comfort and health of patient during surgery.

A preference for technical activities, in applying techniques of anesthesia and its equipment.

Temperaments: Able to direct and coordinate activities of NURSE ANESTHETISTS and trainees in operating room and to plan course of instruction for trainees and ancillary workers. Stability to perform under stressful conditions of surgery and childbirth. Must react quickly and efficiently to make correct decisions when patient under surgery shows adverse symptoms.

Physical Demands and Working Conditions: This work is light. Walks to and from operating room, recovery room, supply room, and patients' rooms.

Sits and stands to administer anesthetics and when instructing classes.

Reaches, handles, and fingers equipment.

Talking and hearing for teaching and participating in staff conferences.

Near-visual acuity for administering anesthetics.

Color perception for observing changes in skin color.

Works inside. Occasionally exposed to hazards resulting from explosive and inflammable gases.

JOB RELATIONSHIPS

Workers supervised: NURSE ANESTHETIST; trainees and aides.

Supervised by: ANESTHESIOLOGIST or ASSOCIATE ADMINISTRATOR.

Promotion from: NURSE ANESTHETIST.

Promotion to: None.

PROFESSIONAL AFFILIATIONS

American Association of Nurse Anesthetists
Suite 3010, Prudential Plaza
Chicago, Ill. 60601

CENTRAL SERVICE DEPARTMENT

Purpose: To centralize the storage, issuance, and preparation of medical and surgical supplies and equipment used in care and treatment of patients in order to save time, money, and equipment.

Responsibility: To requisition, store, issue, assemble, and sterilize such equipment and material as required for the care of patients. The department stocks hundreds of items, issued upon written request to various nursing units and other departments. Some articles are issued infrequently or for temporary use; others are issued routinely. Many hospitals have established systems of regularly scheduled deliveries of commonly used items; only emergency requisitions are filled during other periods of the day.

The department is also responsible for maintaining a perpetual inventory of every item stocked in order to insure adequate levels of supplies. Articles consumed are charged against patient or department. All equipment and supplies for bedside treatment, and frequently for surgical and obstetrical departments, are sterilized in a special room maintained for that purpose. Sterile and nonsterile distilled water, and other irrigating solutions may be prepared in Central Service.

Central Service must meet the using department's requirements regarding time of delivery, quality, quantity, and condition for use. The scope of the services rendered depends upon the individual hospital. Typically, they include:

1. Receiving, storing, and controlling inventory; distributing sterile and nonsterile supplies purchased from manufacturers, including disposable items and commercially prepared external solutions.

2. Collecting, cleaning, sterilizing, and otherwise processing and redistributing reusable instruments and supplies, such as surgical gloves, needles and syringes, catheters, and treatment trays or sets used by the medical, surgical, and obstetrical units.

3. Maintaining and issuing portable apparatus such as resuscitators, oxygen equipment, wheelchairs, orthopedic appliances, surgical and emergency equipment, and providing instruction in use of such apparatus and equipment.

Authority: The SUPERVISOR, CENTRAL SERVICE, who reports to the ADMINISTRATOR, must have the authority nessary to maintain an effective service for various nursing units and other departments.

In many hospitals, Central Service is attached to the department of nursing service; in others, the SUPERVISOR may report to the chief of pharmacy, the head of the operating room, the purchasing department, or to an ASSOCIATE ADMINISTRATOR.

There is a growing trend toward consolidating Central Service to include a central cleanup area where all soiled supplies are processed. In the dispensing area, general stores and Central Service are combined and headed by a Central Dispatcher, who may or may not be the Purchasing Agent. Laundry and Pharmacy are adjuncts to this area but have separate department heads.

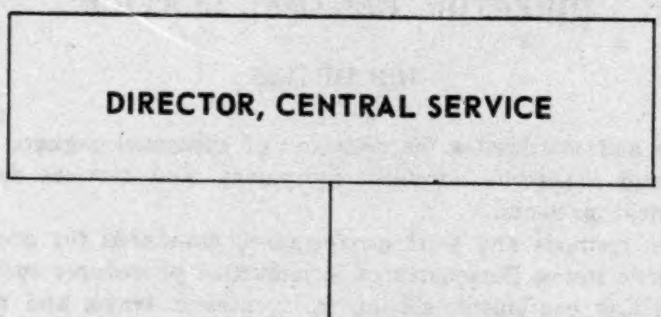
INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Central Service operates as a staff function, providing a service to nursing units and various other departments of the hospital. This makes close cooperation with all using units and departments necessary. Student nurses may be assigned to the supply room as part of their training, volunteers may also be used.

PHYSICAL FACILITIES AND STAFFING: Central Service should be located centrally to those nursing units which it serves. The number of workrooms and amount of storage space required will be determined by the size of the hospital and degree of centralization. Dumbwaiters, pneumatic tubes, and other mechanized means of transferring supplies are standard equipment in new hospitals to facilitate service and reduce time in transporting needed supplies. This department may require separate areas for decontamination, packaging, glove preparation, linen preparation, sterilization, sterile and nonsterile storage, and dispensing.

The staff of Central Service may include one or more registered nurses or practical nurses; the remaining staff typically consists of assistants, technicians, aides, orderlies, and messengers trained on-the-job. The size of the staff will depend on the size of the hospital, degree of centralization of supply, extent to which disposable articles are purchased, and extent to which supplies are assembled by the department.

In many hospitals, Central Service is headed by a registered nurse, but opinions differ among hospital experts on whether this is necessary. There is a growing trend toward heading the service with an experienced manager not trained as a nurse, with a professional nurse as a member of the advisory committee.

CENTRAL SERVICE DEPARTMENT


DIRECTOR, CENTRAL SERVICE
CENTRAL-SERVICE TECHNICIAN

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

Central Service Department **Supervisor, Central Supply 079.168**

DIRECTOR, CENTRAL SERVICE

JOB DUTIES

Supervises and coordinates the activities of personnel engaged in furnishing sterile and nonsterile supplies, equipment, and services for the care and treatment of patients:

Establishes methods and work performance standards for preparing and handling sterile items. Demonstrates to personnel procedures such as proper use of sterilizing equipment, setting up treatment trays, and maintenance of equipment of department. Insures that aseptic techniques are employed in preparing and handling sterile supplies, whether reusable or disposable. Prepares instruments for repair and maintains regular schedule for checkup of electrical equipment by the maintenance department.

Insures that work and storage areas are clean and orderly. Takes microbiological samples of air, surfaces, and equipment and sends to laboratory for sterility check.

Supervises personnel engaged in decontaminating, assembling, packaging, and sterilizing linens, dressings, gloves, treatment trays, instruments, and related items; preparation of standard irrigating solutions; rotation of stock; and requisitioning, issuing, and controlling supplies and equipment. Maintains adequate stock on hand by visual inspection and by consulting inventory records. Recommends changes in budget and inventory level to meet current demands. Prepares and submits requisitions for additions and replacements, and stores received stock in appropriate areas of supply room. On presentation of proper authority, dispenses stock for delivery to various hospital departments, and inspects returned equipment to insure that all parts have been returned. Keeps inventory of items issued and maintains a schedule of charges to be billed to the using department or patient.

Prepares reports on activities of the department and maintains necessary records on assigned personnel. May interview applicants and conduct in-service training for department personnel.

In hospitals having a school of nursing, trains students in principles and prcedures of sterilization and aseptic techniques and use and care of sterilizing equipment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

All equipment and supplies that are to be sterilized, sterilizers, requisition forms, and charts showing methods of preparing and assembling supplies for hospital use.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an approved school of nursing and current licensure by State Board of Nursing is preferred. Some employers will accept workers with knowledge of nursing theory and practice but who are not professional nurses.

Sufficient experience to understand and carry out hospital rules and regulations concerning sterilization and aseptic techniques. Operating room experience and some supervisory experience desirable.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to supervise and demonstrate aseptic techiques and to understand nursing theory and practice.

Numerical ability is necessary to perform arithmetic computations in determining amounts of supplies needed, issued, and returned.

Clerical perception is necessary for pertinent detail in records and forms, essential in maintaining control of supplies and equipment.

Manual dexterity is necessary to handle supplies when demonstrating proper use of sterilizing equipment.

Interests: A preference for working with things and objects to maintain control of hospital items stored and issued by Central Service.

A preference for supervisory contacts to insure proper sterilization of hospital equipment and supplies.

Temperaments: Suited to direct and control the activities of the department and its personnel. Versatility, for work requiring a variety of duties to keep track of numerous items in the department.

Works with staff and personnel in planning and coordinating work program.

Physical Demands and Working Conditions: This work is of medium demand. Walking, sitting, and standing intermittently.

Lifting and carrying supplies in setting up treatment trays and preparing items for delivery or storage.

Frequent reaching and handling of supplies being prepared for nursing units.

Talking and hearing for supervisory duties and for demonstrating proper aseptic techniques.

Visual acuity and color identification required.

Works inside.

JOB RELATIONSHIPS

Workers supervised: CENTRAL-SERVICE TECHNICIANS and other personnel assigned to the department.

Supervised by: ASSISTANT ADMINISTRATOR or ASSISTANT DIRECTOR, NURSING SERVICE.

Promotion from: No formal line of promotion. May be promoted from a nursing position or a CENTRAL-SERVICE TECHNICIAN.

Promotion to: No formal line of promotion. May be promoted to a

responsible position in another department such as Purchasing and Receiving.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

American Society for Hospital
Central Service Personnel
840 North Lake Shore Drive
Chicago, Ill. 60611

Central Supply Department **Central-Supply Worker 223.887**

CENTRAL-SERVICE TECHNICIAN

medical-supply clerk
sterilizer
supply-room helper

JOB DUTIES

Cleans, sterilizes, and assembles equipment, supplies and instruments according to prescribed procedures and techniques, performing all or any combination of the following tasks:

Decontaminates surgical instruments, containers, rubber gloves, syringes, and equipment such as aspirators, croupettes, and oxygen suppliers, using detergents and disinfecting solutions. Sterilizes instruments, equipment, surgical linens, and supplies such as surgical packs, treatment trays, rubber gloves, and syringes, using steam or gas sterilizer or disinfects with antiseptic solutions. Places articles in sterilizer and processes according to the manufacturer's instructions. Operates semiautomatic to automatic sterilizing equipment.

Prepares packs of supplies and instruments, dressing and treatment trays, needles, syringes, and gloves according to designated procedures and wraps, labels, and seals them. Prepares list of contents and affixes list to package or group of packages. Prepares control system for supplies processed.

May gather used supplies from hospital departments and return them after sterilization. May fill requisitions, record charges, and inventory supplies. May prepare standard irrigating solutions according to prescribed formulas.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Equipment and supplies to be sterilized, sterilizers, disinfectant solutions, lists and charts showing methods for sterilizing and assembling supplies.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is preferred. Some employers prefer training as a LICENSED PRACTICAL NURSE.

Some hospitals offer a formal program for CENTRAL-SERVICE TECHNICIANS.

Previous experience not required.

Up to 6 months' on-the-job training to become familiar with the items handled in the department.

WORKER TRAITS

Aptitudes: Numerical and clerical ability required to assemble correct number of items for dressing and treatment trays and to prepare records and labels.

Manual and finger dexterity necessary to handle various articles for cleaning, sterilizing, and packing.

Color vision is helpful for immediate identification of various articles.

Interests: A preference for working with things and objects to maintain hospital items handled in Central Supply.

A preference for routine and organized activities that deal with cleaning, sterilizing, and assembling hospital sterile supplies.

Temperaments: Adaptable to perform repetitive, short-cycle operations in handling supplies.

Must be accurate and follow set rules for cleaning, sterilizing, and assembling supplies.

Ability to work with others in actual job duties.

Physical Demands and Working Conditions: This work is of medium demand involving lifting trays and other articles weighing up to 20 pounds.

Walking and standing for long periods.

Pushing sterilizer carts loaded with solutions or sterile supplies.

Reaching for, handling, and fingering hospital articles such as trays, syringes, hypodermic needles, surgical packs, and autoclave parts.

Near-visual acuity required to examine articles and place them in specified order on trays, and in matching items with specified receptacles.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: DIRECTOR, CENTRAL SERVICE.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to Chief Central-Supply Technician.

PROFESSIONAL AFFILIATIONS

None.

CLINICAL LABORATORIES DEPARTMENT

PURPOSE: To perform laboratory tests necessary for diagnosis and treatment of hospital patients, and engage in research essential to medical advancement.

RESPONSIBILITY: To perform laboratory tests in the six main fields of bacteriology, biochemistry, histology, serology, hematology, and cytology, in order to assist medical staff in making or confirming diagnoses. In addition to specialized tests, clinical laboratories in all general hospitals are responsible for making routine tests that are agreed upon by medical staff and hospital administration. These usually include urinalyses for all patients on admission, blood cell and hemoglobin count, and gross and microscopic examination of all tissues removed at operations. The laboratories also determine causes of communicable diseases and, upon request, render bacteriological service as a control and continual check on all apparatus used for sterilization. In larger hospitals, the clinical laboratories will be divided into a number of specialized units:

Histopathology: Prepare and examine tissue to provide data on cause and progress of disease; make microscopic examinations of tissue pathology; engage in research to develop new histopathological methods and new stains to produce greater clarity during examination of special tissue structures or chemical components; perform autopsies and interpret gross and microscopic autopsy findings in conferences with medical staff and technologists for future diagnoses and treatment of patients.

Biochemistry: Perform chemical tests of body fluids and exudates to provide information for diagnosis and treatment of disease; investigate chemical processes involved in functioning and malfunctioning of the human body; and study effects of chemical compounds upon physiological and biochemical functions of the body to provide information on optimum methods of treating pathological conditions.

Hematology: Analyze and test blood specimens and interpret test results to provide a basis for treatment of diseases; and engage in research related to hematological methods and diagnosis.

The blood bank, in a hospital having these special units, is usually a part of hematology. The bank provides for storage and preservation of blood plasma. Blood may be procured either directly from donors or from other blood banks. When obtained from donors, this unit extracts blood and makes necessary laboratory tests.

Microbiology: Cultivate, classify, and identify micro-organisms found in body fluids, exudates, skin scrapings, or autopsy and surgical specimens to provide data on cause, cure, and prevention of disease; engage in research to develop new or improved bacteriological methods for discovering and identifying pathogenic organisms; and investigate biology, distribution, and mode of transmission of bacteria and nature and efficiency of chemotherapeutic treatment.

Serology: Prepare serums used to treat and diagnose infectious diseases and immunize against these diseases, and identify diseases based on characteristic reactions of various serums; investigate safety of new commercial antibiotic products and accuracy of therapeutic claims; direct immunology tests and injections; investigate problems of allergy; and conduct tests to determine therapeutic and toxic dosages and most effective methods of administering serums, vaccines, antibiotics, antitoxins, antigens, and related drugs.

Cytology: Examine human cells to detect evidence of cancer in its early stages and other diseased conditions; engage in research to develop new cytological methods, and new stains to produce greater clarity during examination of cell structures.

The clinical laboratories may be responsible for a number of other functions, such as basal metabolism tests; activities of clinical photographic laboratory, medical illustration unit, and morgue; and care and treatment of animals used in research. Teaching programs for student nurses, interns, residents, and MEDICAL TECHNOLOGISTS and other laboratory personnel may also be a function of this department.

AUTHORITY: The PATHOLOGIST is assigned authority and responsibility for organization and operation of all pathological services. He is director of the the clinical laboratories and is also the hospital PATHOLOGIST. He reports to the ASSOCIATE ADMINISTRATOR on administrative functions and supervises all personnel assigned to the laboratories. For professional standards, the PATHOLOGIST is responsible to the chief of the medical staff. He may delegate certain administrative duties to the MEDICAL TECHNOLOGIST, CHIEF.

INTERRELATIONS AND INTRARELATIONSHIPS: Laboratory services must be coordinated with all other diagnostic functions of the hospital, which requires consultation with members of the medical staff, the ASSOCIATE ADMINISTRATOR or the ADMINISTRATOR, and other department heads. A system should be established for performing all routine tests within a specified period of time after admission of a patient. Emergency laboratory service must be available on a 24-hour basis.

Laboratory services are important to the work of the Outpatient Department, and close cooperation is necessary between these services. Personnel in the laboratory have occasional contact with patients; medical, admitting, and nursing staff; and with other employees. The PATHOLOGIST may lecture to students, professional societies, and medical organizations. There is cooperation with other department heads, private physicians, and personnel in other laboratories and related activities in radiology and technical services.

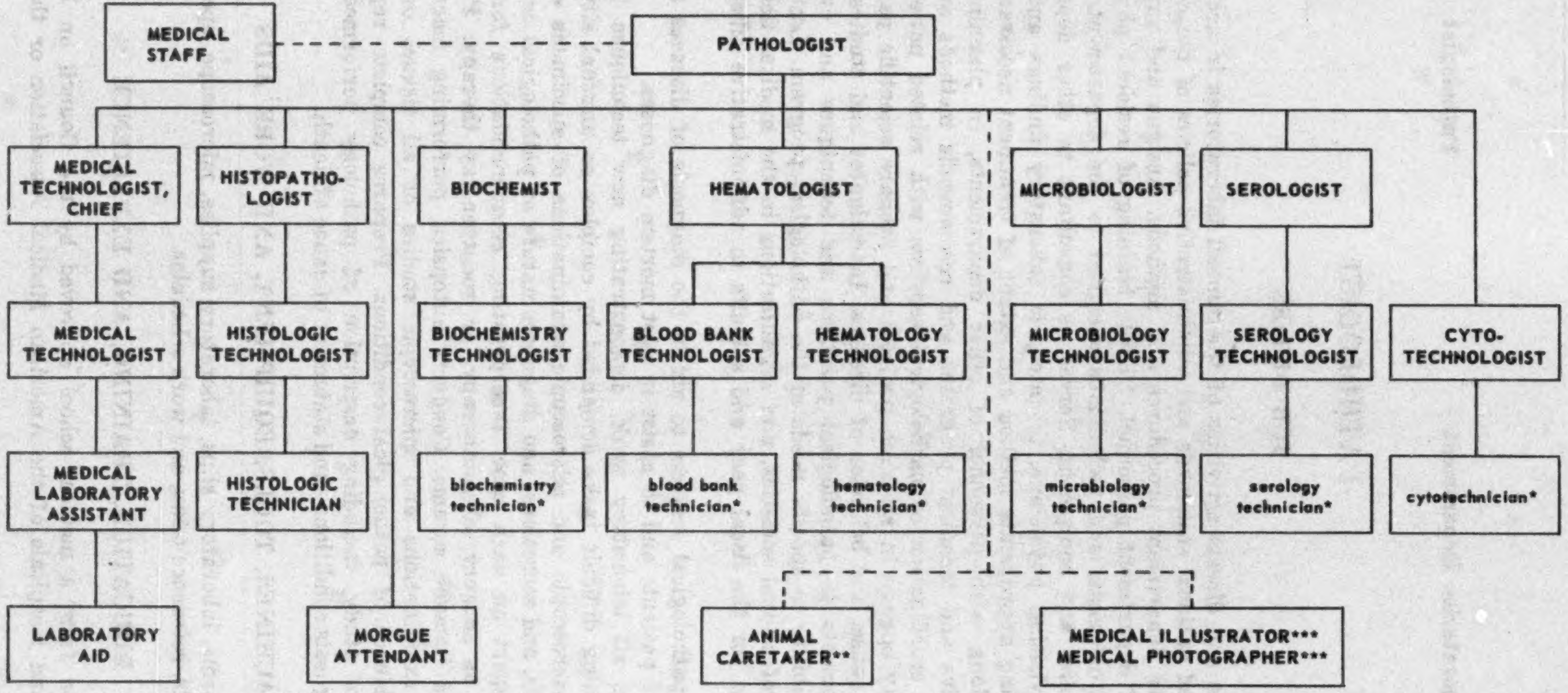
STANDARDS: All regularly employed laboratory technologists and technicians should be on the registry sponsored by the American Society of Clinical Pathologists. They must have completed instruction in a school for technologists or technicians approved by the Council on Medical Education and Hospitals of the American Medical Association. Many hospitals, particularly those connected with schools of medicine or osteopathy, offer courses in medical technology. These schools must also meet the standards formulated by the Council on Medical Education and Hospitals of the American Medical Association or their equivalent.

PHYSICAL FACILITIES AND STAFFING: The physical facilities of this department will depend on its workload. The very small hospital, which performs only routine examination in its laboratory, requires a minimum of space and equipment. In the large hospital, the laboratory space may be divided into a number of divisions, including an office for the PATHOLOGIST and a central workroom for facilities that may be utilized in common by all laboratory units. Where a great deal of outpatient work is performed, a small branch laboratory may be set up in the Outpatient Department or Clinic for routine tests.

The director of this department is a doctor of medicine or osteopathy with qualifications in pathology acceptable to the Council on Education and Hospitals of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. Where it is not possible to secure the full-time services of a PATHOLOGIST, arrangements should be made for the services of a PATHOLOGIST for tissue and post mortem examinations and for the interpretation of tests and examinations.

Depending upon the hospital, requirements for a clinical laboratory director can be met by: (1) A full-time clinical PATHOLOGIST, (2) a part-time clinical PATHOLOGIST (frequently, arrangements can be made for a PATHOLOGIST to serve two or more hospitals within a given area), (3) a consulting PATHOLOGIST to whom materials can be sent for diagnosis and who will come to the laboratory periodically to supervise the services and meet with the medical staff, or (4) a member of the medical staff who has had training in clinical pathology and will direct the laboratory in those cases where the volume of work is insufficient to warrant the full-time services of a specialist. In the latter instance, tissue examinations requiring extensive equipment and skill can be sent to the nearest clinical laboratory which is headed by a qualified PATHOLOGIST.

CLINICAL LABORATORIES DEPARTMENT


MEDICAL STAFF
PATHOLOGIST
MEDICAL TECHNOLOGIST, CHIEF
HISTOPATHO-LOGIST
BIOCHEMIST
HEMATOLOGIST
MICROBIOLOGIST
SEROLOGIST
MEDICAL TECHNOLOGIST
HISTOLOGIC TECHNOLOGIST
BIOCHEMISTRY TECHNOLOGIST
BLOOD BANK TECHNOLOGIST
HEMATOLOGY TECHNOLOGIST
MICROBIOLOGY TECHNOLOGIST
SEROLOGY TECHNOLOGIST
CYTO-TECHNOLOGIST
MEDICAL LABORATORY ASSISTANT
HISTOLOGIC TECHNICIAN
biochemistry technician*
blood bank technician*
hematology technician*
microbiology technician*
serology technician*
cytotechnician*
LABORATORY AID
MORGUE ATTENDANT
ANIMAL CARETAKER**
MEDICAL ILLUSTRATOR***
MEDICAL PHOTOGRAPHER***

*This job is combined with MEDICAL LABORATORY ASSISTANT.
**This job has been included in this department for convenience.
***This job is usually found in a research laboratory.
NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

PATHOLOGIST

JOB DUTIES

Supervises and directs activities of the clinical laboratories in accordance with accepted national standards and administrative policies of the hospital:

Establishes department procedures and methods. Assigns and supervises activities of department personnel. Directs training of resident physicians, interns, technologists, and technicians assigned to the department. Requisitions supplies and equipment. Serves as consultant to other department heads and visiting physicians, to interpret laboratory findings and assist in determining appropriate method and extent of treatment necessary. Participates, along with personnel of other departments, in planning joint administrative and technical programs and recommends methods and procedures for coordination of pathological services with related patient care services. May engage in research projects and prepare scientific papers on the nature, cause, and behavior of diseases. Investigates and studies trends and developments in pathological practices and techniques and evaluates their adaptability to specific needs of the pathological program. Lectures to students, professional societies, and organizations in the medical field. Prepares budget for the fiscal year and submits to administrative officials for approval.

Provides pathological services to aid in the diagnosis of diseases and the treatment of patients and to assist in post mortem diagnoses.

Supervises all laboratory work, demonstrating new techniques to staff and performing difficult tasks demanded by complex or unusual situations. Conducts macroscopic and microscopic examinations of specimens of body tissues, fluids, and secretions, and diagnoses nature of pathological condition. Prepares report on each case, incorporating recommendations for treatment, such as surgery, chemotherapy, or roentgen-ray therapy. Prepares vaccines and immune serums. Conducts autopsies, performing macroscopic anatomical examinations and microscopic studies of all tissues or fluids showing evidence of pathological conditions. Prepares complete report on post mortem study, including description of pathology performed; post mortem diagnosis conditions; and statement of cause of death.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Budget forms, laboratory slips, laboratory supplies, microscope, specimens, surgical tools, reference texts, and work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school approved by the Council on Medical Education and Hospitals of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. Must have a State license to practice medicine or osteopathy and/or a certificate of National Board of Medical Examiners or National Board of Osteopathic Examiners.

Certification by American Board of Pathology requires: (1) 5 years' experience, 4 years of which shall have been in institutions approved by council on Medical Education and Hospitals of the American Medical Association or by the board; or (2) 11 years' experience if none has been in institutions that have been approved by the board. Must have successfully completed written, oral, and practical examinations. For certification in pathologic anatomy, applicant must successfully complete a written and oral examination in gross pathology and a practical examination in microscopic pathology. For certification in clinical pathology, applicant must successfully complete a written, oral, and practical examination in bacteriology, hematology, clinical chemistry, parasitology, serology, and clinical microscopy. Applicants may be certified in one or both specialities.

WORKER TRAITS

Aptitudes: Verbal ability required to advise doctors and nursing staff on the diagnosis and treatment of diseases, confer with laboratory personnel, lecture at conferences, and write reports on pathological studies and tests.

Numberical ability required to determine validity and reliability of testing procedures, establish quality controls, and prepare budget estimates.

Spatial ability required to visualize the various functions of the human body in performing pathological studies and tests.

Form perception required to make visual comparisons of body cells and micro-organisms.

Manual and finger dexterity required to perform microscopic tests and to conduct autopsies.

Color discrimination required to detect color variations of specimens under study.

Interests: A preference for scientific and technical activities to diagnose diseases based on test results and assist in determining appropriate method and extent of treatment necessary.

A preference for activities carried out according to specified processes and techniques is required to conduct difficult and complex laboratory tests and to perform autopsies.

Temperaments: Capability to direct, control, and plan the entire activities of the clinical laboratory.

The evaluation of information against sensory or judgmental criteria is involved when making diagnoses based on typical test results and in conducting post mortem examinations.

Responsibility for maintenance of exact standards by all clinical laboratory personnel when conducting tests.

Physical Demands and Working Conditions: Work is light. Lifts and carries a variety of relatively light objects such as specimens, test manuals, textbooks, and reports.

Reaches for, handles, and fingers surgical instruments, specimens, microscopes, textbooks, and case records.

Talking and hearing essential to confer with laboratory personnel, lecture in educational conferences, and consult with staff physicians.

Near-visual acuity required to read technical and scientific textbooks, technical manuals, and reports.

Color vision required to perform autopsies and other diagnostic tests.

Works inside. Exposed to danger from disease-bearing specimens. Exposed to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: All personnel assigned to the clinical laboratories.

Supervised by: ASSOCIATE ADMINISTRATOR in administrative activities, and Chief of Medical Staff in professional activities.

Promotion from: No formal line of promotion. May be promoted from Assistant Pathologist.

Promotion to: ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

American Association of Pathologists and Bacteriologists
University of Rochester School of Medicine and Dentistry
Department of Pathology
Rochester, N.Y. 14620

American Board of Pathology
University of Michigan
Department of Pathology
1335 East Catherine Street
Ann Arbor, Mich. 48104

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

American Osteopathic Association
212 East Ohio Street
Chicago, Ill. 60611

American Osteopathic Board of Pathology
212 East Ohio Street
Chicago, Ill. 60611

American Osteopathic College of Pathologists
3921 Beecher Road
Flint, Mich. 48504

American Society of Clinical Pathologists
445 North Lake Shore Drive
Chicago, Ill. 60611

American Society for Experimental Pathology
9550 Rockville Pike
Bethesda, Md. 20014

College of American Pathologists
230 North Michigan Avenue
Chicago, Ill. 60601

State and local organizations.

ANIMAL CARETAKER

JOB DUTIES

Cares for laboratory animals, such as mice, rats, guinea pigs, hamsters, and monkeys, used for laboratory experiments, biological tests, and research in the hospital:

Weighs or measures, and grinds, chops, and mixes specified quantities of ingredients to prepare animal food. Feeds and waters animals as indicated by schedules and diet lists. Records amount consumed by each animal and removes and disposes of unfinished food.

Cleans and sterilizes cages, pens, and surrounding areas, such as walls, windows, and floors, using steam and germicidal solutions. Places portable cages, water bottles, feed troughs, and similar items in sterilizer. Repairs cages and equipment, using handtools. Sprays insecticides and spreads powder in animal quarters to exterminate insects.

Punctures ear lobes of laboratory animals to draw blood samples for tests and experiments made by physicians and technicians, using scapel, gauze, and alcohol. Positions a labortory test tube or glass slide under the incision and catches drops of blood sample. Labels the test tube or slide, and carries sample to technician for analysis.

Observes animals and records general behavior and specific reactions to experimental treatment. Visually inspects animals for observable symptoms of contagious disease. Prepares animals for surgery by bathing, shaving hair from body areas, and administering anesthetics. Transports animals to and from surgery by carrying or using special fixtures. Checks and adjusts temperature and humidity controls to maintain prescribed environmental conditions. Advises supervisor of unusual behavior by animals. Orders feed and supplies. May remove dead animals to incinerator for cremation.

In some hospitals the duties of this job are combined with those of LABORATORY AIDE. This job is usually found in a research laboratory but is included here for convenience.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Autoclave, animal food, blood drawing tools, cages, cleaning solutions and equipment, germicides, and insecticides.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, with courses in chemistry and biology, is preferred. Some employers accept applicants with the ability to understand oral and written instructions. Some employers require the worker to be certified by the Animal Care Panel of the U.S. Department of Health, Education, and Welfare.

Previous experience is not usually required.

Usually 1 to 3 months' on-the-job training is required to attain adequate job proficiency. This will depend upon the size and complexity of the animal section of the clinical laboratory.

WORKER TRAITS

Aptitudes: Motor coordination required to grasp small animals quickly to avoid bites to hands and fingers.

Finger dexterity required to manipulate small objects, such as scapel and related objects, used in drawing blood samples.

Manual dexterity required to assemble metal animal cages, fill feed and water containers, and perform cleaning duties rapidly and accurately.

Interests: A preference for dealing with things and objects, involved in feeding animals, cleaning cages, and drawing blood samples for tests and experiments.

A preference for routine, organized activities, required in providing daily care for animals.

Temperaments: Versatile, since the work situation involves performing a variety of tasks ranging from feeding animals to taking blood samples.

Worker must be able to use own judgment and knowledge to examine animals for observable symptoms of disease and to record general behavior and specific reactions to experimental treatment.

Physical Demands and Working Conditions: Work is light. Required to lift and carry cages, animal feeds, and cleaning equipment.

Reaching, handling, and fingering required to perform job tasks.

Some stooping and crouching involved to observe animals and to clean cages.

Near-visual acuity required to read feeding charts and observe conditions of animals.

Works inside. Frequently exposed to animals that have contagious diseases. Is subject to animal bites and to odors from animals and cages.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Animal Quarters Supervisor or Veterinarian.

Promotion from: No formal line of promotion. This is an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Association for Laboratory Animal Science
P.O. Box 10
Joliet, Ill. 60434

BIOCHEMIST

chemist, biological

JOB DUTIES

Directs and supervises chemical tests of body fluids and exudates of hospital patients to provide information for diagnosis and treatment of disease:

Trains and supervises BIOCHEMISTRY TECHNOLOGISTS and biochemistry technicians in collecting specimens from hospital patients and in conducting tests to identify chemical composition of body fluids. Assists technologists with more difficult analyses, interprets results, and performs unusual or complicated tests. Submits diagnostic reports for approval by PATHOLOGIST. Studies, refines, and modifies established techniques to produce more accurate qualitative and quantitative analyses and improved methods for identifying changes of a chemical nature caused by disease.

Devises methods for testing toxic or therapeutic effect of new and experimental drugs, toxins, or poisons on humans and on micro-organisms or parasites. Determines which elements of a mixture are responsible for toxic effects. Conducts tests to identify chemical processes involved in functioning of living tissues and organs, and studies metabolism, utilization, and oxidation of foodstuffs in body, using experimental animals as needed. Isolates, identifies, synthesizes, and studies characteristics of natural organic products, such as enzymes, hormones, and vitamins. Investigates chemical aspects of allergies, allergens, antigens and antibodies, and serums, and studies related problems of immunology and serology.

May conduct biochemical research in highly specialized areas, such as metabolism of steroid hormones or origins of cancer. May lecture to lay and professional students.

Prepares budget for laboratory supplies and equipment. Writes reports recording number of tests performed, kinds of tests, amount of supplies used, and progress made on research projects. May interview and hire new laboratory workers and conduct on-the-job training.

The duties of BIOCHEMISTRY TECHNOLOGIST may be combined with this job.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Chemicals, laboratory equipment, microscopes, reports, testing machines, work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's degree in chemistry and biochemistry is essential. Master's or doctor's degree is desirable and frequently is required.

At least 3 years' experience in biochemistry in a medical laboratory is usually required.

WORKER TRAITS

Aptitudes: Verbal ability required to supervise laboratory personnel; to understand technical terminology; and to write diagnostic and research reports.

Numerical ability required to compute results of automated tests.

Form perception required to recognize pertinent details of specimens under microscope.

Color discrimination required to detect minute differences or similarities of specimens under microscopic study.

Interests: A preference for scientific and technical activities to conduct chemical experiments under controlled conditions in studying chemical reactions and interactions in living organisms.

A preference for activities carried on in relation to processes and techniques, used in conducting tests to determine the nature and extent of disease conditions.

Temperaments: Capability to plan, control, and direct the activities of all personnel in the biochemistry section of the clinical laboratories.

Equipped to evaluate information against verifiable criteria, required when conducting research to develop new drugs and vaccines for the prevention, arresting, or treatment of disease, and investigating effects of new drugs on living tissues.

Responsible to insure that tests and experiments are conducted within established standards.

Physical Demands and Working Conditions Work is light. Lifts and carries laboratory equipment and supplies around the laboratory.

Reaches for, handles, and fingers laboratory supplies, equipment, and specimens.

Talking and hearing essential to converse with assistants and other clinical laboratory personnel.

Near-visual acuity required to examine specimens during tests and to read printed materials.

Color vision to detect color variations of specimens under microscopic study.

Works inside. Works with specimens capable of transmitting disease. Exposed to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: BIOCHEMISTRY TECHNOLOGIST.

Supervised by: PATHOLOGIST.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Promotion is through increased administrative and supervisory duties.

PROFESSIONAL AFFILIATIONS

American Society of Biological Chemists
9650 Wisconsin Avenue, NW.
Washington, D.C. 20014

BIOCHEMISTRY TECHNOLOGIST

medical technologist, biochemistry
urinalysis technician

JOB DUTIES

Performs chemical tests on body fluids and exudates from hospital patients to provide information for diagnosing and combating infectious diseases:

Receives patient specimens, such as urine, blood, spinal fluid, and gastric juices, or collects specimens directly from patient. Centrifuges speciman to separate cells and sediment from serum or supernatant fluids. Adds specific quantities of reagents or solutions to body specimens and heats, filters, or shakes solutions according to prescribed procedures. Notes appearance, change of color, or resulting precipitate or examines results by means of photometer, spectograph, colorimeter, and microscope to identify chemical composition and concentrations and to observe processes of change. Titrates specimen samples against standard reagents to make quantitative determinations. Calculates and tabulates results, and makes reports of observations.

Performs other qualitative and quantitative tests using titration apparatus, centrifuge, incinerator-furnace, filters, shakers, pH meter, and microgasometer. Notes readings of machine registers on work sheets and logs. Examines graph tracings made by machine analyzers to locate or plot test values. Calculates test findings, using mathematical formulas, conversion tables, and slide rule. Posts test findings to laboratory tickets, logbooks, and quality control records.

Performs a number of specific tests: Tests urine for determination of sugar and albumin content, alkalinity, and presence of acetone bodies, blood, bile derivatives, Bence-Jones protein, sulfonamides, uric acids, and various drugs and poisons. Adds specific reagents to urine samples which act as indicators, and notes change of color or appearnce of precipitates. Makes quantitative determinations by comparing resultant colors against standards, or by making simple calculations based on quantity of reagent or sample used to obtain specific color. May detect presence of blood by means of a spectroscope. Centrifuges urine and examines resultant sediments under a microscope to detect presence of various types of cell bodies. Determines specific gravity of urine, using a urinometer, and notes general odor, color, and turbidity of sample. Tests blood to determine urea nitrogen, carbon dioxide, sulfonamides, calcium, iron, chlorides, creatinine, uric acid, phosphorous content, and glucose tolerance. Tests gastric contents for free and total acidity and occult blood; spinal fluid for chlorides, globulin, and total proteins; and feces for bile, occult blood, and urobilinogen. Tests for presence of vitamins and hormones, using established chemical procedures or by observing their effect on test animals under experimental conditions. May test purity, alkalinity, and total solid contents of water, milk, and food products.

The duties of biochemistry technician may be combined with this job; it is also frequently combined with that of BIOCHEMIST.

MACHINE, TOOLS, EQUIPMENT, AND WORK AIDS

Centrifuge, chemical glassware, colorimeter, logbook, laboratory equipment, microgasometer, pohotometer, reports, spectrograph, and urinometer.

EDUCATION, TRAINING, AND EXPERIENCE

Three years of college with courses in biology, chemistry, and mathematics, plus 1 year of training in a school of medical technology approved by the American Society of Clinical Pathologists.

Must be registered as a Medical Technologist by the Registry Board of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

Worker will usually receive 3 to 6 months' on-the-job training by the BIOCHEMIST to become familiar with procedures and practices of hospital.

WORKER TRAITS

Aptitudes: Verbal ability required to use and understand medical terminology and to prepare written reports in technical language.

Numerical ability required to calculate by formula the strength of unknown samples; convert machine readings to reportable data; and use slide rule to calculate test results.

Form perception required to examine specimens for changes in appearance and to observe precipitates.

Finger dexterity required to manipulate test tubes, pipettes, and similar small objects during performance of tests.

Interests: A preference for scientific and technical activities to perform qualitative and quantitative analyses of specimens for use in diagnosing and combating infectious diseases.

A preference for activities carried on in relation to processes and techniques to perform tests.

Temperaments: Performance of tests involves the capability to evaluate information against measurable criteria.

Worker must adhere to rigid medical standards in performing tests.

Physical Demands and Working Conditions: Work is light. Lifts and carries laboratory equipment and supplies.

Reaches for, handles, and fingers test equipment.

Near-visual acuity necessary to read test instruments and to plot and calculate test results.

Color vision required to detect color changes when testing specimens.

Works inside. Subject to danger of infection from disease-bearing specimens. Exposed to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: MEDICAL LABORATORY ASSISTANT specializing in biochemistry, may be designated as Biochemistry Technician.

Supervised by: BIOCHEMIST or MEDICAL TECHNOLOGIST, CHIEF.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

BLOOD BANK TECHNOLOGIST

medical technologist, blood bank

JOB DUTIES

Collects, tests, and stores blood, administers transfusions, and maintains records of blood donations or transfusions. Supervises or performs the following procedures of a blood bank:

Schedules donor's appointments to maintain adequate supply of various types of blood. Confers with donor to obtain medical history data required as safeguard against collecting diseased or otherwise unusable blood. Takes donor's temperature, blood pressure, and pulse, following specified procedures and records data. Cleans area of puncture site with disinfectants and distends vein, using rubber tourniquet. Inserts needle on one of disposable siphon tube into patient's medical-cubital vein, following strict procedures of asepsis and antisepsis to avoid infection of patient and contamination of blood being obtained. Inverts bottle and opens clamp on tube to allow siphoning process to begin. Shakes bottle to assure that blood mixes with anticoagulant mixture placed in bottle, or turns switch of electric-powered shaking device. Observes donor during entire procedure to detect signs of reaction. Notifies physician or nursing personnel if complications arise. Fills blood bottle and test tubes used for performance of blood tests. Unhooks donor and observes him throughout his immediate convalescence to verify his strength and color. Posts data to record donation of blood into log. May take blood samples from patients by piercing finger or ear lobe.

Groups or types blood by mixing red cells of person to be typed with typing serums, noting whether clumping of cells occurs. Prepares and examines microscopic test slides to determine the blood group of donor or patient, using pipette and microscope. Verifies the blood group of patient or donor by back-typing the blood samples, using microscope. Cross-matches blood to determine compatibility. Identifies antibodies in donors' or patients' blood that could react adversely during transfusion and cause harm to the person receiving the transfusion. Performs tests for syphillis and sterility. Records all tests results in log. Files transfusion slips and enters data pertaining to the transfusion into the log.

Processes blood plasma for future use in blood transfusion: Separates plasma from red blood cells, using centrifuge machine and separating devices.

Prepares solutions and reagents in accordance with standard formulas. Maintains written records of tests performed and keeps inventory of blood bank. Inspects stored blood to detect signs of spoilage, and removes spoiled blood for discard. Retests donor and recipient blood after adverse transfusion reaction to determine and record for study by PATHOLOGIST the possible cause for this reaction.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Centrifuge, glass slides, indicator solutions, labels, logbook, microscope, reagents, test equipment, tourniquet, transfusion equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Three years of college with a major in biology, chemistry, and mathematics; 1 year of training and study in a school approved by the American Society of Clinical Pathologists; plus 1 additional year of study and training in a school approved by the American Association of Blood Banks.

Must be registered as a Medical Technologist by the Registry Board of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

WORKER TRAITS

Aptitudes: Verbal ability required to use and understand medical terminology for preparing written reports in technical language and for periodic review of test instructions and literature.

Numerical ability required to calculate by formula the strength of unknown serum samples.

Form perception required to recognize details in cell structure under microscope and to make visual comparisons and color discriminations in performing blood tests and microscopic examinations.

Interests: A preference for working with things in a technical context is required, to collect, test, store, and administer blood as prescribed.

A preference for activities that are carried on in relation to processes and techniques, such as conducting blood tests and transfusions.

Temperaments: The worker must be accurate to evaluate the test samples against known criteria to determine the exact nature of the sample.

Capable of precise attainment of set standards in conducting tests and transfusions. Accuracy of testing and recording test results is of vital importance. Must have stamina when faced with numerous emergency situations.

Physical Demands and Working Conditions: Work is light. Worker stands for greater part of working day.

Lifts and carries laboratory equipment weighing up to 10 pounds.

Reaches for, handles, and fingers blood bank apparatus and laboratory equipment.

Talking and hearing essential to receive instructions from supervisor and to give instructions to blood donors.

Near-visual acuity required to preceive minute particles and details in blood when testing.

Color discrimination required to detect reactions during tests and for daily examination of stored blood.

Works inside. Worker is frequently exposed to diseases from handling diseased blood specimens. Exposed to odorous chemicals.

JOB RELATIONSHIPS

Workers supervised: MEDICAL LABORATORY ASSISTANT specializing in hematology, may be designated as Blood Bank Technician.

Supervised by: HEMATOLOGIST or MEDICAL TECHNOLOGIST, CHIEF.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

CYTOTECHNOLOGIST

medical technologist, cytology

JOB DUTIES

Stains, mounts, and studies cells of human body to detect evidence of cancer and other pathological conditions:

Receives body materials and fluids such as blood, exudates, and scrapings, or collects specimens directly from patients. Centrifuges fluid specimens to separate sediment and cells from supernatant fluids. Places specimen on microscope slide, using pipette, spatula, or swab. Draws blank microscope slide over specimen slide. Immerses slides in fixative solution to preserve specimen and prevent cellular distortion. Immerses into a series of staining solutions to dehydrate, clear, and stain slides, and to render specific parts of the cell more visible under microscopic study.

Mounts slide on microscope and examines cells to detect evidence of cancer or other diseased condition. Classifies slides according to established classifications ranging from normal to cancerous cells, applying knowledge gained through study and experience of typical and atypical cell structures. Records classifications on slides and presents slides with unusual cell structures to PATHOLOGIST for further examination and decision as to whether biopsy or further cytological study is necessary. Compiles listing of patients from whom PATHOLOGIST has requested followup specimens and be analyzed within specific periods of time. Prepares new specimen for examination and studies cells of specimen to determine if cell abnormalties have remained the same, been eliminated, or intensified. Reports findings to PATHOLOGIST.

Maintains records of all work performed in cytology section. Catalogues and files all slides to be used as part of patients' medical records. May take periodic inventory of supplies and equipment. Prepares chemical reagents and stains used in performing tests.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Centrifuge, chemical reagents, logbook, microscope, pipettes, reagents, swabs.

EDUCATION, TRAINING, AND EXPERIENCE

Two years of college with courses in biology and chemistry, plus 1 year of training in a school of cytology approved by the American Medical Association.

Worker must be certified by the Registry Board of Medical Technologists of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

WORKER TRAITS

Aptitudes: Verbal ability required to use and understand medical terminology and for periodic review of test instructions and literature.

Form perception required to perceive minute details of cellular structures of varying size, symmetry, and color.

Color discrimination required to perceive colors, shades, and hues for accurate staining of slides.

Interests: A preference for scientific and technical activities, to examine cells to detect evidence of diseased conditions.

A preference for activities carried on according to processes and techniques, required in order to, prepare slides and to master the techniques of cellular examinations.

Temperaments: Ability to evaluate cellular components against established and measurable criteria when conducting tests.

Disciplined to adhere to rigid medical standards when conducting laboratory tests.

Physical Demands and Working Conditions: Work is light. Lifts and carries trays of prepared slides and relatively light laboratory equipment about the laboratory.

Occasionally walks about the institution to obtain specimens from patients.

Reaches for, handles, and fingers microscopic slides and other small pieces of laboratory equipment.

Near-visual acuity required to observe specimens under microscope.

Color vision required to examine suitability of stains on specimens used in study.

Works inside. Exposed to specimens that are capable of transmitting disease and to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: MEDICAL LABORATORY ASSISTANT specializing in cytology, may be designated Cytotechnician.

Supervised by: PATHOLOGIST or MEDICAL TECHNOLOGIST, CHIEF.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

HEMATOLOGIST

JOB DUTIES

Directs and supervises analysis and testing of blood specimens; interprets test results to provide a basis for treatment of disease; and directs the operations of the hospital blood bank:

Trains and supervises HEMATOLOGY TECHNOLOGISTS and hematology technicians in performance of blood tests and microscopic analysis of blood smears or makes tests and prepares materials for microscopic study. Instructs workers by practical demonstration to correct faulty techniques or to introduce new procedures and equipment. Assists workers with more difficult tests and analysis of unusual test results and performs specialized or highly complex tests. May rerun tests to determine accuracy of results. Reviews and interprets test results, examines blood film slides and cultures under microscope, and writes diagnostic reports for approval by PATHOLOGIST.

Supervises BLOOD BANK TECHNOLOGISTS and blood bank technicians in collection, processing, and dispensing of blood and blood plasma. Participates in educational conferences to exchange information pertinent to latest trends in the field of hematology. May lecture to students of medicine, medical technology, or nursing arts or to interns. May engage in research related to hematological methods and diagnosis.

In some hospital laboratories this job may be performed by a doctor of medicine or osteopathy, particularly a pathologist, who has specialized in hematology. This job may include the duties of HEMATOLOGY TECHNOLOGIST and BLOOD BANK TECHNOLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Laboratory equipment, microscope, work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree or doctorate in hematology is usually required.

Three years' experience in hematology in a medical laboratory is required.

WORKER TRAITS

***Aptitudes:* Verbal ability required to instruct workers, conduct lectures, participate in conferences, and consult with PATHOLOGIST.**

Form perception required to observe cellular structure of specimens under microscope.

Color discrimination required to perceive color variations and characteristic changes of treated solutions.

Interests: A preference for scientific and technical activities to perform tests and to conduct research in the field of hematology.

A preference for activities carried on in relation to processes and techniques to complete the necessary steps in conducting tests, and in the diagnosis of the nature and extent of diseased conditions.

Temperaments: Capability to direct, control, and plan the activities of workers in the hematology section of the clinical laboratory.

Capable of diagnosis of the nature and extent of disease conditions which requires worker to evaluate information against both measurable and judgmental criteria.

Must attain exacting medical standards when conducting all laboratory tests.

Physical Demands and Working Conditions: Work is light. Lifts and carries relatively light articles short distances.

Reaches for, handles, and fingers a great variety of laboratory equipment and supplies.

Talking and hearing essential to discuss problem cases with a pathologist, participate in conferences, and give instructions to workers.

Near-visual acuity required to examine specimens.

Color vision required to detect characteristic color changes in treated specimens.

Works inside.

Subject to infection from careless handling of diseased specimens; exposure to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised. BLOOD BANK TECHNOLOGIST; HEMATOLOGY TECHNOLOGIST.

Supervised by: PATHOLOGIST.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. May be promoted to PATHOLOGIST in charge of clinical laboratory, if holding an M.D. degree.

PROFESSIONAL AFFILIATIONS

American Medical Association
535 Dearborn Street
Chicago, Ill. 60610

American Society of Clinical Pathologists
445 North Lake Shore Drive
Chicago, Ill. 60611

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

American Osteopathic Association
212 East Ohio Street
Chicago, Ill. 60611

American Osteopathic College of Pathologists
3921 Beecher Road
Flint, Mich. 48504

HEMATOLOGY TECHNOLOGIST

medical technologist, hematology

JOB DUTIES

Performs blood tests and studies morphology of constituents of blood to obtain data for use in diagnosis and treatment of disease:

Receives blood specimens sent to laboratory or draws blood from patient's finger or ear lobe, or by venipuncture, observing strict principles of asepsis and antisepsis to prevent infection of patient and contamination of specimens. Centrifuges blood specimens in test tubes and capillary tubes to separate cells and sediment from blood serum. Measures blood quantitatively by pipettes, making necessary dilutions in accordance with standard procedures.

Performs such tests as red and white blood cell counts, platelet counts, differential white blood cell counts, reticulocyte counts, sickle cell counts, hemoglobin estimations, fragility tests, and determinations of color index, sedimentation rate, coagulation time, bleeding time, clot reaction time, volume index, and mean corpuscular volume, using specialized laboratory equipment, such as photometer, sedimentation rate stand, and fibrometer. Records direct scale readings or converts readings to percent and grams, using converting tables. Consults with HEMATOLOGIST or PATHOLOGIST regarding difficult analyses or abnormal findings.

Transfers blood from pipettes to counting chambers in making cell counts, and counts number of cells within ruled squares of chamber as reviewed through a microscope. Calculates number of cells per cubic millimeter of blood sample. Stains blood sample cells for clearer definition and to distinguish between various types of cells.

Adds prescribed reagents to blood sample and compares resultant color with standard color scales, such as those representing blood containing various amounts of hemoglobin, or makes color comparisons in a colorimeter or photometer, and converts scale readings into percent and grams.

Groups or types blood by mixing red cells of person to be typed with typing serums, and noting if clumping of cells occurs. Cross-matches donors and patients blood to determine compatibility.

Studies morphology of red blood cells in terms of proportion of cells in various stages of development and other characteristics of red corpuscles which may be related to disease processes. Studies slides made from bone marrow specimens.

May calculate prothrombin time by drawing blood samples into anticoagulant solution of specific strength and measuring, with a stopwatch, appearance of a coagulum upon addition of thromboplastin. May prepare and examine

thick and thin blood film slides for malaria or other parasites such as filaria and trypanosomes.

May prepare solutions and reagents used in conducting blood tests. Records all results of tests conducted in laboratory log or record.

This job is frequently included in with that of HEMATOLOGIST or BLOOD BANK TECHNOLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Centrifuge, counter, laboratory equipment, logbook, microscope, pipettes, stains, timers.

EDUCATION, TRAINING, AND EXPERIENCE

Three years of college with courses in biology, chemistry, and mathematics, plus 1 year of training in a school of medical technology approved by the American Society of Clinical Pathologists.

Must be registered as a Medical Technologist by the Registry Board of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

WORKER TRAITS

Aptitudes: Verbal ability required to use and understand medical terminology and to prepare reports in technical language.

Numerical ability required to count blood cells in slide samples, and to calculate solution reaction and physical test time.

Form perception required to perceive pertinent details of cellular structure under microscope and to count platelets and red and white cells in specimen samples.

Color discrimination required to perceive colors, shadings, and hues within constituents of blood during morphological examinations and in preparing stains.

Interests: A preference for scientific and technical activities in order to master hematological duties and keep abreast of the latest innovations in the field of hematology.

A preference for activities carried out in relation to processes and techniques to perform tests.

Temperaments: Accuracy to perform tests involving the evaluation of information against measurable criteria.

Laboratory testing requires precise and accurate job performance carried out according to established laboratory procedures.

Physical Demands and Working Conditions: Work is light. Lifts and carries laboratory equipment about the laboratory.

Occasionally walks throughout the institution to obtain blood specimens from hospital patients.

Reaches for, handles, and fingers laboratory equipment.

Near-visual acuity required to read test results and to study specimens.

Color vision required to detect shadings in blood samples in solutions for various types of identification.

Works inside. Exposed to infection from contaminated blood and to odorous chemicals.

JOB RELATIONSHIPS

Workers supervised: MEDICAL LABORATORY ASSISTANT specializing in hematology, who may be designated as Hematology Technician.

Supervised by: HEMATOLOGIST or MEDICAL TECHNOLOGIST, CHIEF.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

American Society of Clinical Pathologists
445 North Lake Shore Drive
Chicago, Ill. 60611

Clinical Laboratories Department **Medical-Laboratory Assistant** **078.381**

HISTOLOGIC TECHNICIAN

medical laboratory assistant
medical technician
tissue technician

JOB DUTIES

Prepares tissue specimens by treating with chemicals, slicing, and mounting on glass slides for microscopic examination and analysis by the PATHOLOGIST or HISTOLOGIC TECHNOLOGIST:

Receives specimens of tissues from surgical or diagnostic cases and from autopsy, sorts them in accordance with priority and difficulty of work, and identifies specimens by number.

Trims specimens into blocks and fixes tissues in formalin or other fixing solution for prescribed length of time to kill any organisms present and preserve cellular composition. Dehydrates tissue sections by immersion in acetone or alcohol baths. Clears sections (renders tissue elements transparent) by use of special liquid reagents. Impregnates sections with paraffin in vacuum. May dehydrate, clear, and impregnate tissue, using an autotechnicon.

Prepares specimens by frozen section method, by placing tissue on freezing stage of a special microtome, and freezing with carbon dioxide gas. Prepares microsections of ophthalmological and bony specimens by colloidin embedding.

Cuts thin sections of specimens, using various types of microtome knives, and stains sections for diagnosis. Assists PATHOLOGIST or HISTOLOGIC TECHNOLOGIST to select proper stains in accordance with type of embedding material used and steps involved, in order to bring out certain tissue elements as required for diagnosis. Mounts and labels stained and finished slides on microscope.

Examines sample of stained slides with microscope to ascertain that results are satisfactory. Determines when prescribed techniques and apparatus should be modified to meet special conditions and to expedite diagnosis.

Prepares solutions and reagents in accordance with standard procedures. Sharpens and hones microtome knives, and maintains laboratory equipment. Records number of blocks handled and number of slides prepared. Files tissue blocks, checking to insure that each is appropriately labeled. Keeps file of current data concerning histopathological methods and procedures. Takes periodic inventory of supplies and equipment used in section and prepares requisition forms to replenish depleted supplies.

This job is frequently performed by the HISTOLOGIC TECHNOLOGIST or MEDICAL TECHNOLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Autotechnicon, chemicals, embedding molds, forceps, glass slides, microscope, microtome, paraffin dispenser, tissue freezing machine, and tweezers.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in biology, chemistry, and mathematics plus a year of supervised training in a clinical laboratory in histologic techniques.

Certification as a histologic technician by the Board of Registry of Medical Technologists of the American Society of Clinical Pathologists is required.

WORKER TRAITS

Aptitudes: Spatial ability is required to perceive three-dimensional and geometric relationships when cutting paraffin blocks and making embedding molds.

Finger dexterity required to manipulate the microthin tissue sections and to mount onto microscope slides.

Color discrimination required to verify diagnostic quality of staining processes in order that essential features of tissue sections can be properly defined.

Interests: A preference for working with things and objects according to established processes and techniques is required to complete the various steps necessary to prepare microscopic slides.

Temperaments: Adaptable to routine work which involves repetitive operations carried out in accordance with standard procedures to prepare slides.

Accuracy; worker is responsible for work that must meet rigid medical standards in performing job duties.

Physical Demands and Working Conditions: Work is light. Lifts and carries laboratory equipment weighing up to 5 pounds.

Reaches for, handles, and fingers specimens and laboratory equipment.

Near-visual acuity required to operate microtome and to observe specimens and microscopic slides.

Color discrimination to examine suitability of stains on specimens. Works inside.

Subject to cuts on hands and fingers from microtome knives. Works with tissues and specimens capable of transmitting disease. Exposed to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: HISTOLOGIC TECHNOLOGIST or HISTOPATHOLOGIST.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Registry of Histologic Technicians
P.O. Box 2544
Muncie, Ind. 47302

Clinical Laboratories Department **Tissue Technologist 078.381**

HISTOLOGIC TECHNOLOGIST

histopathology technologist
medical technologist, histology
tissue technologist

JOB DUTIES

Cuts, stains, mounts, and studies specimens of human tissues to provide data on functioning of tissues and organs, causes and/or progress of disease:

Trims tissue, fixes (preserves) it in formaldehyde or other fixing solution, and dehydrates it by immersion in acetone or alcohol baths. Places specimens in paraffin or imbeds in colloidin until ready for processing. Prepares specimens for immediate analysis by freezing them with carbon dioxide. Inserts prepared tissue in microtome and stains it to define essential features. Mounts tissue sections on microscopic slide and inserts slide into microscope.

Examines slides for indication of malignancy or disease: Reads instructions on work slips to determine initial approach to pathological search. Examines nucleus to detect characteristics such as variation in thickness of nuclear membrane, overall shape of membrane and disproportionate size of nucleus, and examines chromatin in cell by checking color against chart, and appraising concentration of granules. Compares findings with graphic illustrations, or makes determinations based on experience, to detect signs of malignancy or disease. Examines cytoplasm and nucleus to detect deviations from the norm in color, thickness, clumping, concentration of bodies, and shape, as further indication of the nature and extent of malignancy or disease. Prepares reports itemizing abnormalities for study by the HISTOPATHOLOGIST or PATHOLOGIST. Stains and covers "Pap Smear" (Papanicolaou test) slides. Examines prepared slides through microscope to determine by experience whether or not slide meets established standards. Takes slide to PATHOLOGIST for diagnosis.

Stains specimens of fat globules, bone, and bone marrow, using specified reagents and prepares slide for study by HISTOPATHOLOGIST or PATHOLOGIST. May examine slides for abnormalities.

Prepares and maintains paraffin, reagents, and other solutions and stains according to standard formulas. Keeps detailed records of tests performed in the laboratory. May assist HISTOPATHOLOGIST or PATHOLOGIST in autopsies.

The duties of HISTOLOGIC TECHNICIAN frequently may be combined with this job.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Autotechnicon, frozen block, glue, microscope, microtome, molds, paraffin, reagents, stains, and tweezers.

EDUCATION, TRAINING, AND EXPERIENCE

Three years of college with courses in biology, chemistry, and mathematics, plus 1 year of training in a school of medical technology approved by the American Society of Clinical Pathologists.

Must be registered as a Medical Technologist by the Registry Board of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

WORKER TRAITS

Aptitudes: Form perception required to perceive detail and to make visual comparisons when viewing tissues under the microscope.

Finger dexterity required to manipulate small pieces of laboratory equipment and tissue in performing tests.

Color discrimination required to select proper stains in order that diagnostic qualities of the tissue can be properly defined, and to make color comparisons of specimens and tissues being tested.

Interests: A preference for activities dealing with things and objects, such as tissues, microtomes, slides, and other equipment used in performing tests.

A preference for scientific activities to examine and analyze microscopic slides.

A preference for activities carried on in relation to processes and techniques used in performing tests.

Temperaments: Accuracy, since work situation involves evaluation of test information against established medical criteria.

Worker must adhere to rigid medical standards when performing tests.

Physical Demands and Working Conditions: Work is light. Lifts and carries reagents, molds, and paraffin blocks short distances.

Reaches for and handles microtome blades, molds, paraffin, and containers of reagents.

Fingers tweezers to handle sections and slices of tissue and disposable microtome blades.

Near-visual acuity required to observe specimens and prepared slides. Color vision required to examine suitability of stains on specimens.

Works inside. Subject to cuts from microtome knives and is exposed to disease-bearing specimens. Exposed to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: None. Sometimes may suprvise HISTOLOGIC TECHNICIAN.

Supervised by: HISTOPATHOLOGIST or MEDICAL TECHNOLOGIST, CHIEF.

Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

HISTOPATHOLOGIST

JOB DUTIES

Directs and supervises preparation of tissue specimens and examines specimens to provide data on body functions or cause and progress of disease:

Trains and supervises laboratory personnel in fixing, embedding, cutting, staining, and mounting tissue sections or prepares tissue materials from surgical and diagnostic cases or from autopsies. Examines tissue section under microscope to detect changes indicative of disease in tissues and all structures. Assists personnel with more difficult tissue sections and directs use of special stains and methods for isolation, identification, study of functions, morphology, and pathology of obscure cells, tissues, and connecting fibers. Writes diagnostic reports of microscopic examinations for approval by PATHOLOGIST. May lecture to students of medicine, medical technology, or nursing, or to interns. May conduct autopsies to select tissue specimens for study. May engage in research to develop new histopathological methods and new stains to bring out special tissue structure of chemical components. May study formation of organs and related problems to obtain data on body functions.

This job is frequently combined with that of PATHOLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Laboratory supplies, microscope, microtome, reports.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree or doctorate in histopathology is usually required.

Three years of experience in histopathology in a medical laboratory is required.

WORKER TRAITS

Aptitudes: Verbal ability required to supervise laboratory personnel engaged in histopathology, to prepare reports, and to lecture.

Form perception required to observe details of tissue under microscopic study.

Finger dexterity required to manipulate testing equipment.

Color discrimination required to perceive color variations of specimens being analyzed.

Interests: A preference for scientific activities is required in analyzing tissue to detect diseases.

A preference for activities carried on in relation to established processes and techniques is required to complete the various steps in preparation of slides and diagnosis of the nature and extent of disease conditions.

Temperaments: Administrative ability to direct, control, and plan the activities of personnel in the histology section of the clinical laboratories.

Stability to perform adequately under stress when rapid preparation and examination of slides on surgical specimens are required.

Must attain exacting medical standards in conducting all laboratory tests.

Physical Demands and Working Conditions: Work is light. Lifts and carries relatively light articles short distances.

Reaches for and handles a great variety of laboratory equipment.

Near-visual acuity required to observe specimens and prepared slides.

Color vision required to examine suitability of stains on specimens.

Works inside. Handles tissue which may be capable of transmitting disease. Exposed to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: HISTOLOGIC TECHNOLOGIST and HISTOLOGIC TECHNICIAN.

Supervised by: PATHOLOGIST.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. May be promoted to PATHOLOGIST in charge of clinical laboratory, if histology training includes M.D. degree and experience in other branches of pathology.

PROFESSIONAL AFFILIATIONS

American Medical Association
535 Dearborn Street
Chicago, Ill. 60610

American Society of Clinical Pathologists
445 North Lake Shore Drive
Chicago, Ill. 60611

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

Clinical Laboratories Department Cleaner, Laboratory Equipment 381.887

LABORATORY AIDE

clean up man
equipment washer
laboratory attendant
laboratory helper
tester helper
utility man, laboratory

JOB DUTIES

Cleans laboratory equipment, such as glassware, metal instruments, sinks, tables, and test panels, using solvents, brushes, and rags; assists MEDICAL TECHNOLOGIST by performing routine duties in the clinical laboratories:

Mixes water and detergents or acids in container to prepare cleaning solutions according to specifications. Washes used glassware and instruments in container by rinsing them in water and drying, using cloth, hot air drier, or acetone bath. Examines cleaned equipment to detect breakage and discards damaged or broken equipment. Carries cleaned items to the appropriate section of clinical laboratories for storage. May sterilize glassware and instruments, using autoclave.

Pours, measures, and mixes liquid, powder, and crystalline chemicals to prepare simple stains, solutions, and culture media, following established formulas and using uninvolved chemical and bacteriological procedures. May label tubes and bottles and fill them with specified solutions.

As assigned, and under close supervision, may perform such simple laboratory tests as qualitative determinations of sugar and albumin in urine. Adds specific reagents to urine sample and notes change in color or appearance of precipitate.

Collects patients' specimens from wards and returns them to laboratory for analysis. Assembles equipment used in collecting communicable disease specimens. Distributes supplies and laboratory specimens to designated area, using handtruck. Keeps records of specimens held in the laboratory. Maintains inventory of supplies. Repairs laboratory apparatus, using handtools. Scrubs walls, floors, shelves, tables, and sinks, using cleaning solutions and brush. May tend still that provides the laboratory with distilled water.

In smaller hospitals the duties of ANIMAL CARETAKER may be combined with this job.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Autoclave, chemicals, cleaning supplies, hot air drier, glassware, instruments, records, scales.

EDUCATION, TRAINING, AND EXPERIENCE

High school education is required, preferably including chemistry and bacteriology.

Experience is not essential, although worker usually requires approximately 2 months' training in a clinical laboratory to be capable of normal productivity.

WORKER TRAITS

Aptitudes: Finger dexterity required to manipulate small objects, such as test tube and microscope slides during cleaning and sterilization duties.

Manual dexterity required to place and arrange articles in sterilizer and cabinets and on shelves. Worker must also handle laboratory glassware carefully to avoid breakage.

Interests: A preference for activities dealing with things and objects to wash and repair laboratory equipment.

A preference for routine, organized, activities, to assist MEDICAL TECHNOLOGIST.

Temperaments: Work situation involves doing things only under close supervision, allowing very little room for independent action in working out job problems.

Worker must attain precise tolerances and standards when conducting simple laboratory tests.

Physical Demands and Working Conditions: Work is light. Walking and standing most of day.

Reaches for, lifts, and carries laboratory equipment and materials weighing up to 20 pounds.

Near-visual acuity to examine laboratory glassware for breakage.

Works inside. Worker is subject to unpleasant laboratory odors and to danger of burns and cuts from laboratory apparatus and equipment.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MEDICAL TECHNOLOGIST, or may be supervised by MEDICAL TECHNOLOGIST, CHIEF.

Promotion from: No formal line of promotion. This is an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

MEDICAL ILLUSTRATOR

artist, medical

JOB DUTIES

Makes drawings, diagrams, and tridimensional models to illustrate medical and surgical findings and procedures for use in exhibits, publications, and research and teaching activities:

Confers with supervisor to ascertain purpose of desired illustrative material and to obtain guidelines for the project. Studies any sketches provided, and researches data in medical and scientific publications to become acquainted with subject matter.

Makes sketches of surgical procedures, anatomical specimens, microscopic structures of plants and animal tissue, and other medical conditions. Prepares rough sketches, preliminary drawings, and finished illustrations to scale, using crayon, pen and ink, water colors, and mixed media. Plots and matches reference points on drawings and transparent overlays to provide for printing multicolored designs. Lays out, cuts, and affixes adhesive color, type, and pattern screens to the drawing or completes details of drawings in freehand. Submits drawing as part of medical case history to be used in postoperative consultations, research and teaching activities, and as illustrations for textbooks, monographs, and scientific papers. Constructs or directs construction of models for scientific exhibits or teaching purposes. Makes plaster and wax castings to show anatomy, physiology, and articulation of various parts of body. Offers advice on construction of glassblown models and those made from other synthetic materials. Meets with faculty members, research fellows, and authorized affiliated agencies to determine their needs regarding exhibits or illustrations.

Assists in styling and overall design of medical books, monographs, and scientific papers in order to coordinate text with illustrative matter. Advises on presentation of such material for publication and exhibit. Letters and lays out charts, tables, graphs, diagrammatical representations, and other mechanical plans to accompany research publications. Designs and prepares commercial art products, such as leaflets, bulletins, posters, and announcements. May design titles for motion picture and television media. Designs and directs production of audio and audiovisual aids and exhibits for research, educational, and public relation purposes, and for use at conferences and seminars. May design backgrounds and related artwork. Maintains file of visual and audiovisual records of research data, making these available to medical men, researchers, and faculty. Collects descriptions of unusual medical occurrences from scientific literature which may be needed for illustrations.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Art instruments and supplies, casting tools, drafting instruments, microscope, models, plaster, wax.

EDUCATION, TRAINING, AND EXPERIENCE

Completion of a minimum 2 years of college, including courses in biology, zoology, and comparative anatomy.

Twenty months of special training in a recognized school of medical illustration is required.

Some employers require certification by the Association of Medical Illustrators.

WORKER TRAITS

Aptitudes: Verbal ability required to understand medical terminology, to extract medical data from reference material, and to converse with professional and scientific personnel.

Spatial ability required to depict three-dimensional objects and arrangements.

Form perception required for detail in form and design of surgical procedures and medical structures.

Finger and manual dexterity required to prepare sketches and drawings and to use art and drafting instruments.

Color discrimination required to perceive differences in hue, shade, and value and to project such differences in drawings.

Interests: A preference for the communication of ideas, in presenting illustrative materials and visual aids.

A preference for scientific activities to prepare graphs, charts, tables, and medical publications.

A preference for creative activities to design and create illustrations, visual aids, and medical publications.

Temperaments: Adaptable to detailed work to adjust to the precise attainment of standards and tolerances when preparing illustrations and visual aids.

Physical Demands and Working Conditions: Work is sedentary. Reaching, handling, and fingering employed constantly in the production of sketches, preliminary drawings, and finished medical illustrations.

Near-visual acuity, depth perception, and color vision are essential in making drawings and sketches.

Works inside. Occasionally works in the morgue or the operating room. May be subjected to unpleasant odors.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PATHOLOGIST or ASSOCIATE ADMINISTRATOR.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Promotion may be through increased supervisory or administrative duties.

PROFESSIONAL AFFILIATIONS

Association of Medical Illustrators
738 Keystone Avenue
River Forest, Ill. 60305

MEDICAL LABORATORY ASSISTANT

assistant laboratory technician
biochemistry technician
blood bank technician
cytotechnician
hematology technician
laboratory assistant
microbiology technician
serology technician

JOB DUTIES

MEDICAL LABORATORY ASSISTANTS in the larger hospitals, and those who are engaged in research may work in only one of several fields of clinical pathology. Thus they would be classified according to field of specialization such as HISTOLOGIC TECHNICIAN; BIOCHEMISTRY TECHNICIAN; CYTOTECHNICIAN; HEMATOLOGY TECHNICIAN; MICROBIOLOGY TECHNICIAN; SEROLOGY TECHNICIAN; or BLOOD BANK TECHNICIAN. In smaller hospitals, assistants may work in one or a combination of areas depending upon the size and scope of the laboratory activity. Thus they would be classified in the broader, general category of MEDICAL LABORATORY ASSISTANT.

Conducts routine tests in clinical laboratories for use in treatment and diagnosis of disease and performs related duties:

Performs routine tests in various areas such as serology, hematology, chemistry, microbiology, histology, and cytology using standard techniques and equipment. May make qualitative determination of sugar in urine, by adding prescribed reagents to specimens and noting change of color or appearance of precipitate; make blood cell counts by adding reagents to sample and comparing with standard color scales or color comparisons in a colorimeter; or separate plasma from whole blood, using a centrifuge. Stores and labels plasma. May tend automatic equipment, such as diluting-titrating machine, blood cell counter, and spectrophotometer to prepare specimens and perform analytical tests.

Prepares sterile media such as agar in plates, jars, or test tubes, for use in growing bacterial cultures. Incubates cultures for specific times at prescribed temperatures. May make preliminary identification of common types of bacterial cultures for confirmation by supervisor. Cleans and sterilizes laboratory equipment, glassware, and instruments. Prepares solutions, reagents, and stains, following standard laboratory formulas and procedures. Maintains laboratory stock of chemicals and glassware. May collect specimens from patients. Keeps detailed records of all tests performed and reports laboratory findings to all persons authorized to receive such information.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Glassware, laboratory equipment, reagents, and records.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in chemistry and biology plus 1 year of training in a school approved by the Board of Certified Laboratory Assistants, from which worker must also be certified.

WORKER TRAITS

Aptitudes: Form perception required to perceive details in test samples when conducting laboratory tests.

Finger and manual dexterity required to handle specimens and small pieces of laboratory equipment.

Color discrimination required to denote different colors and shadings when observing test samples.

Interests: A preference for working with things and objects for handling test devices and laboratory equipment.

A preference for technical activities to perform the various laboratory tests.

A preference for activities carried on in relation to processes and techniques, used in conducting laboratory tests.

Temperaments: Accuracy, since worker evaluates test samples against known criteria to determine the exact nature of the sample being tested.

Worker must adjust to following standard procedures and techniques when conducting laboratory tests.

Physical Demands and Working Conditions: Work is light. Lifts and carries laboratory equipment about the laboratory.

Reaches for, handles, and fingers specimens and laboratory equipment.

Near-visual acuity to read and prepare formulas of solutions and reagents, examine test results with or without the use of a microscope, and record test results.

Color vision necessary to make color comparisons of tested fluids and materials against established standards.

Works inside. Exposed to infection from disease-bearing specimens and to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: MEDICAL TECHNOLOGIST.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Board of Certified Laboratory Assistants
9500 South California Avenue
Evergreen Park, Ill. 60642

Clinical Laboratories Department **Biological Photographer 143.382**

MEDICAL PHOTOGRAPHER

JOB DUTIES

Photographs medical and allied phenomena, utilizing all photographic techniques applicable to biological field, to provide illustrations for scientific records, research, study, teaching, and publication:

Receives requests from faculty or medical staff for photographic recordings of patients, anatomical structures, pathological specimens, surgical techniques, diagnostic and therapeutic methods, and other procedures to be produced in monochrome or full color, using still and motion picture cameras. Positions patient or specimen to be photographed, determining place, background, and most suitable illustrative technique. Arranges illuminants and optical equipment, and sets up cameras at best distance and angle. Selects proper type of film and filter arrangement. Adjusts lens and camera shutter for proper focus and exposure time and exposes film. Makes photographic recordings of microscopic structures of plant and animal tissues, or studies of various diseases. Provides photographic followup records to illustrate a series of same or similar medical cases, such as preoperative and postoperative photographs to illustrate effects of medical treatment. Makes copies of charts, electrocardiograms, roentgenograms, and other original material. Consults with individual originating requests to determine effectiveness of completed project.

Engages in developmental and investigative activities in field of medical photography and presentation of scientific data, including such problems as time-lapse and ultraspeed photography; use of infrared or ultraviolet light sources to produce visible records of normally invisible phenomena; and development of new equipment or adaptation of existing equipment to produce more accurate pictorial records.

Develops film in accordance with established photographic procedures. Makes contact and projection prints and transparencies, including lantern slides and photomontages. Retouches negatives and spots and mounts prints for exhibits. Mixes and tests standard processing formulas and alters formulas to obtain special effects.

Cuts and edits motion pictures, suggesting titles, trailers, and other continuity material. Plans illustrations and scripts for visual education aids in cooperation with teachers, physicians, and other scientists. Plans layout of exhibits.

Trains assistants in photographic techniques and procedures. Establishes work schedules and assigns tasks. Suggests method of performance and review completed assignments.

Requisitions material to maintain stock at adequate operating levels. Maintains photographic file and indexes. Repairs equipment not requiring factory adjustment. May occasionally run motion picture and slide projectors.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Cameras and photographic developing equipment.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required. College level courses in physics, chemistry, anatomy, physiology, and other biological fields are desirable.

Courses in mathematics and statistics are helpful.

Training in all basic techniques and procedures used in commercial photography and special training in medical and related photographic fields are required.

WORKER TRAITS

Aptitudes: Verbal ability required to learn medical terminology, to communicate with professional staff, and to give directions to assistants.

Form perception required to see pertinent detail in specimens to be photographed and making true representation of them for diagnostic purposes.

Color discrimination required to see and match colors, shades, and hues in photographic recordings.

Interests: A preference for scientific activities to prepare medical photographs.

A preference for activities carried on in relation to photographic processes and techniques.

A preference for activities that lead to tangible, productive results upon completion of medical photographs.

Temperaments: Outgoing, to deal with people since work must be coordinated with the needs of faculty or medical staff.

Worker must adjust to the precise attainment of standards and tolerances when taking medical photographs and in arranging exhibits.

Physical Demands and Working Conditions: Work is light. Stands most of time.

Reaches for and handles film, microscope slides, cameras, illuminants, and darkroom equipment. Carries cameras and equipment weighing up to 30 pounds.

Near-visual acuity, depth perception, and color vision are required to take and develop medical photographs.

Works inside. Spends considerable time in photographic darkroom. Frequently works in wards, private rooms, operating rooms, morgue, and clinical and research laboratories.

Is subject to odors, and burns from chemicals and to odors and possible infection from subject material photographed. Usually wears gloves and aprons to protect against chemicals used in the developing process.

JOB RELATIONSHIPS

Workers supervised: May supervise staff of other MEDICAL PHOTOGRAPHERS and clerks.

Supervised by: **PATHOLOGIST or ASSOCIATE ADMINISTRATOR.**

Promotion from: **No formal line of promotion.**

Promotion to: **No formal line of promotion. Promotion may be on basis of increased administrative and supervisory duties.**

PROFESSIONAL AFFILIATIONS

Association of Medical Illustrators
738 Keystone Avenue
River Forest, Ill. 60305

Biographical Photographic
Association, Inc.
P.O. Box 12866
Philadelphia, Pa. 19108

MEDICAL TECHNOLOGIST

JOB DUTIES

In large hospitals, and those engaged in research, MEDICAL TECHNOLOGISTS may be responsible for tests and examinations in only one of several fields of clinical pathology. Thus, they would be classified according to field of specilization such as HISTOLOGIC TECHNOLOGIST; BIOCHEMISTRY TECHNOLOGIST; HEMATOLOGY TECHNOLOGIST; MICROBIOLOGY TECHNOLOGIST; SEROLOGY TECHNOLOGIST; CYTOTECHNOLOGIST or BLOOD BANK TECHNOLOGIST. In smaller hospitals, technologists may perform clinical tests in any one or a combination of areas of specialization depending on the size and scope of the laboratory activity. Thus they would be classified in the broader, general category of MEDICAL TECHNOLOGIST.

Performs various chemical, microscopic, and bacteriologic tests to obtain data for use in diagnosis and treatment of disease:

Receives written requisitions from physician for routine or special laboratory tests. Sets up and adjusts laboratory equipment and apparatus, such as chemical glassware, balance, microscope, slides, and reagents.

Obtains laboratory specimens, such as urine, blood, and sputum, from wards or directly from patient, using established laboratory techniques. Adds reagents or indicator solutions, and subjects specimens for processing to operations such as heating, agitating, filtering, or titrating according to established procedures. Prepares slides for microscopic analysis as necessary. Observes reactions, changes of color, or formation of precipitates; studies slides using microscope; or subjects treated specimens to automatic analyzing equipment to make qualitative and quantitative analyses. Posts all test findings to laboratory slips for study by PATHOLOGIST or other laboratory supervisor. Also posts results of laboratory analyses to record cards and files reports. Indicates amount to be charged to patient's account. Identifies and labels all specimens to be retained and files them for further reference or research.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Autoanalyzer, balance, Bunsen burner, centrifuge, colorimeter, cryostat, laboratory equipment, logbook, laboratory slips, slides, and reports.

EDUCATION, TRAINING, AND EXPERIENCE

Three years of college with courses in biology, chemistry, and mathematics, plus 1 year of training in a school of medical technology approved by the American Society of Clinical Pathologists.

Must be registered as a Medical Technologist by the Registry Board of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

WORKER TRAITS

Aptitudes: Numerical ability required to calculate test results, using standard formulas, and to measure prescribed quantities of samples during tests.

Form perception required to notice pertinent details of specimens under microscopic study.

Color discrimination required to stain slides and to distinguish various shades and colors of specimens.

Interests: A preference for scientific and technical activities required to perform a great variety of laboratory tests and to keep abreast of the latest innovations in methods of testing.

A preference for activities carried out according to established processes and techniques in performing laboratory tests.

Temperaments: Keen judgment to evaluate information against measurable criteria in the performance of tests.

Laboratory testing requires precise and accurate job performance carried out according to established laboratory procedures.

Physical Demands and Working Conditions: Work is light. Lifts and carries relatively light laboratory equipment, containers of reagents, and specimens.

Reaches for, handles, and fingers specimens, glassware, controls on equipment, and laboratory slips.

Near-visual acuity required to read detailed instructions and to examine specimens.

Color vision required to detect color changes of specimens and stains used on specimens.

Works inside. Exposed to infection from disease-bearing specimens and to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: MEDICAL LABORATORY ASSISTANT; may supervise LABORATORY AIDE.

Supervised by: MEDICAL TECHNOLOGIST, CHIEF or PATHOLOGIST.

Promotion from: No formal line of promotion.

Promotion to: MEDICAL TECHNOLOGIST, CHIEF.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

MEDICAL TECHNOLOGIST, CHIEF

laboratory supervisor

JOB DUTIES

In large hospitals, and those engaged in research, the MEDICAL TECHNOLOGIST, CHIEF would be responsible for supervision and performance of tests in only one of several fields of clinical pathology. Thus, he would be classified according to field of specialization, such as HISTOLOGIC TECHNOLOGIST, CHIEF; BIOCHEMISTRY TECHNOLOGIST, CHIEF; MICROBIOLOGY TECHNOLOGIST, CHIEF; HEMATOLOGY TECHNOLOGIST, CHIEF; SEROLOGY TECHNOLOGIST, CHIEF; CYTOTECHNOLOGIST, CHIEF; or BLOOD BANK TECHNOLOGIST, CHIEF. In smaller hospitals the MEDICAL TECHNOLOGIST, CHIEF would be responsible for supervision and the performance of tests in any one or a combination of areas of specialization depending upon the size and scope of the laboratory activity. Thus they would be classified in the broader, general category of MEDICAL TECHNOLOGIST, CHIEF.

Supervises, coordinates, and participates in activities of workers performing various chemical, microscopic, and bacteriologic tests of body fluids, exudates, skin scrapings, or autopsy and surgical specimens to obtain data for diagnosis and treatment of disease:

Consults with PATHOLOGIST to plan priorities of work to be completed each day. Prepares work schedules and assigns duties to workers in the laboratory. Supervises workers in assigned section or area of specialization in clinical laboratory. Checks validity and accuracy of test results obtained by laboratory personnel on a sample basis by performing the same test and comparing results. Keeps records pertaining to tests performed and charts test results to insure that variation in test results and standards are within acceptable quality control ranges. May keep time records and make ratings and recommendations for promotions. Gives instructions to new workers in procedures and techniques of performing tests. May direct training and instruction of students of medical technology. May interview and hire new laboratory workers.

Performs experimental testing procedures and submits reports to PATHOLOGIST suggesting changes to increase validity and reliability of tests. Demonstrates to personnel newly approved methods to implement standard procedures. Studies current medical laboratory literature to obtain information on new test methods and procedures.

May assist PATHOLOGIST during autopsies. May schedule appointments. Orders replacements to maintain stock of equipment and supplies.

Performs all duties of MEDICAL TECHNOLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Autoanalyzer, balance, Bunsen burner, centrifuge, colorimeter, cryostat, laboratory equipment, logbook, laboratory slips, slides, reports, and work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Three years of college with courses in biology, chemistry, and mathematics, plus 1 year of training in a school of medical technology approved by the American Society of Clinical Pathologists.

Must be registered as a Medical Technologist by the Registry Board of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

Usually requires from 2 to 5 years' experience in a clinical laboratory.

WORKER TRAITS

Aptitudes: Verbal ability required to supervise laboratory personnel and to discuss experimental test procedures and other matters with PATHOLOGIST.

Numerical ability required to calculate test results, use formulas, and measure prescribed quantities of samples during tests.

Form perception required to see details of specimens under microscopic study.

Clerical ability required to accurately record, transcribe, and compare test results.

Color discriminatoin required to stain slide and to distinguish various shades and colors of specimens.

Interests: A preference for scientific and technical activities to perform a great variety of laboratory tests, to keep abreast of the latest innovations in methods of testing, and to develop new and improved methods for conducting laboratory tests.

A preference for activities carried out according to established processes and techniques to perform laboratory tests.

Temperaments: Sufficient administrative ability for the direction, control, and planning of activities of clinical laboratories' personnel.

Ability to evaluate information against measurable criteria in the performance of tests.

Laboratory testing requires precise and accurate job performance carried out according to established laboratory procedures.

Physical Demands and Working Conditions: Work is light. Lifts and carries relatively light laboratory equipment, containers of reagents, and specimens.

Reaches for, handles, and fingers specimens, glassware, controls on equipment, work schedules, and laboratory slips.

Talking and hearing essential to direct laboratory personnel and to discuss problems with PATHOLOGIST.

Near-visual acuity required to detect color changes of specimens and stains used on specimens.

Works inside. Exposed to infection from disease-bearing specimens and to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: MEDICAL TECHNOLOGISTS; MEDICAL LABORATORY ASSISTANTS; and LABORATORY AIDS.

Supervised by: PATHOLOGIST.

Promotion from: MEDICAL TECHNOLOGIST.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

MICROBIOLOGIST

medical bacteriologist

JOB DUTIES

Directs and supervises cultivation, classification, and identification of micro-organisms found in patient body fluids, exudates, skin scrapings, or autopsy and surgical specimens, to provide data on cause, cure, and prevention of disease:

Trains and supervises MICROBIOLOGY TECHNOLOGISTS and microbiology technicians in collecting swabs and smears from patients, and preparing bacterial growth under microscope. Assists technologists with more difficult cultures and analyses, and studies and identifies less common bacteria, Rickettsiae, fungi, protozoa, and viruses. Posts all test findings and writes diagnostic reports for approval by PATHOLOGIST. Performs research to develop new or improved bacteriological methods for discovering and identifying pathogenic organisms. Correlates laboratory findings with clinical data supplied by hospitals and medical practitioners regarding human illnesses. May supervise inoculation of small animals as a means of determining infectious nature, virulence, and course of diseases. May lecture to students of medicine, medical technology, or nursing or to interns. May investigate biology, distribution, and mode of transmission of bacteria, and nature and efficiency of chemotherapeutic treatment. Maintains production records including data pertinent to total number of cultures and interpretation of specific cultures.

This job is frequently combined with that of SEROLOGIST and may also include the duties of MICROBIOLOGY TECHNOLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Autoclave, Bunsen burner, incubator, laboratory equipment, microscope, pipettes, and stains.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's degree in bacteriology or microbiology is essential; master's or doctor's degree is desirable and frequently required.

Some employers may require certification by the American Board of Microbiology of the American Academy of Microbiology (doctorate degree level) or the National Registry of Microbiologists of the American Board of Microbiology (bachelor's degree level).

At least 3 years' experience in microbiology in a medical laboratory is usually required.

WORKER TRAITS

Aptitudes: Verbal ability required to instruct laboratory personnel, understand technical terminology, and write diagnostic reports.

Form perception required to see pertinent details of specimens under microscope.

Color discrimination required to aid in identification of various types of bacteria.

Interests: A preference for scientific and technical activities to prepare cultures and identify micro-organisms.

A preference for activities in relation to processes and techniques, to prepare bacteria cultures, and to study and identify bacterial growth under microscope.

Temperaments: Ability to plan, control, and direct the activities of all personnel in the microbiology section of the clinical laboratories.

Good judgment to evaluate information against measurable criteria, when performing research to develop new or improved bacteriological methods for discovering and identifying pathogenic organisms.

Accuracy in identifying pathogens is critical to prevent incorrect diagnosis and treatment of patients.

Physical Demands and Working Conditions: Work is light. Lifts and carries laboratory equipment and supplies about the laboratory.

Reaches for, handles, and fingers specimens, equipment, and materials.

Talking and hearing essential to discuss cases with PATHOLOGIST and to issue instructions to assistant.

Near-visual acuity required for minute detail of specimens under microscope.

Color discrimination required to identify types of stains and characteristics in the growth of micro-organisms.

Works inside. Works with specimens capable of transmitting diseases. Exposed to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: MICROBIOLOGY TECHNOLOGISTS.

Supervised by: PATHOLOGIST.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Promotion is through additional administrative and supervisory duties.

PROFESSIONAL AFFILIATIONS

American Academy of Microbiology
P.O. Box 897
Vero Beach, Fla. 32960

American Society for Microbiology
115 Huron View Boulevard
Ann Arbor, Mich. 48103

MICROBIOLOGY TECHNOLOGIST

bacteriology technologist
medical technologist, microbiology

JOB DUTIES

Cultivates, isolates, and assists in identifying bacterial and other micro-organisms present in body fluids, exudates, skin scraping, or autopsy and surgical specimens and performs various bacteriological, mycological, virological and parasitological tests to provide data on cause and progress of disease:

Cultivates and identifies micro-organisms found in body materials. Receives specimens of human or animal body materials, such as feces, sputum, pus, urine, and serous fluids, from autopsies, diagnostic cases, or directly from patients. Injects and incubates cultures for prescribed length of time under aseptic conditions in suitable media such as meat extracts, sugars, and body products and discharges. Makes periodic observations of material derived from cultures, and identifies type of bacterial colonies found by determination of cultural requirements and biochemical reactions in chemically defined media.

Places specimen from culture on microscopic slides with platinum wire sterilized over gas burner. Collects swabs from nose, ear, throat, rectum, and similar areas of patient under the supervision of physician, and makes direct smears on slides of materials collected. Stains specimens under examination to define essential features more clearly, using one or a combination of standard stains, and dries with blotting paper. Mounts slides on microscope; studies, identifies, and counts bacteria or other micro-organisms present, and writes reports of findings. Discusses findings and consults with MICROBIOLOGIST or PATHOLOGIST when results are conflicting or do not fall into recognized patterns. May examine growth to identify pathogens. Performs macroscopic and microscopic agglutination and precipitation tests to detect presence of pathological bacteria in human hosts through identification of specific antibodies that are found. May cultivate and identify fungi, Rickettsiae, protozoa, and viruses.

Prepares culture media according to established formulas, titrating them to determine degree of acidity. Sterilizes media under standard conditions. Stores all media in refrigerators. Prepares bacteriophage (agents which destroy micro-organisms) by filtering feces or pus through special filters. Tests potency of phage by adding various dilutions to test tubes containing growth of organisms, and noting reactions. Sterilizes equipment and apparatus.

May inoculate animals: Injects material derived from patients either directly or after cultivation into mice, rats, guinea pigs, or rabbits. Observes disease produced in these animals and determines nature, pathogenicity, and virulence of bacteria or other agents.

The job duties of Microbiology Technician may be combined with this job; it is also frequently combined with that of MICROBIOLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Autoclave, Bunsen burner, incubator, platinum loop, laboratory equipment, microscope, pipettes, and stains.

EDUCATION, TRAINING, AND EXPERIENCE

Three years of college with courses in biology, chemistry, and mathematics, plus 1 year of training in a school of medical technology approved by the American Society of Clinical Pathologists.

Must be registered as Medical Technologist by the Registry Board of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

WORKER TRAITS

Aptitudes: Verbal ability required to understand and use medical terminology for preparing written reports in technical language and for periodic review of test instructions and literature.

Numerical ability required to examine and count the number of bacteria in specimens.

Form perception required to abserve minute detail of specimens under microscopic study.

Color discrimination required to distinguish colors, shades, and hues in identifying miro-organisms and in preparing stains.

Interests: A preference for scientific and technical activities in order to master microbiological duties and to keep abreast of the latest innovations in microbiology.

A preference for activities carried on in relation to processes and techniques, required to conduct microbiological tests.

Temperaments: Performance of tests requires the evaluation of information against measurable criteria.

Laboratory testing requires precise and accurate job performance carried out according to established laboratory procedures.

Physical Demands and Working Conditions: Work is light. Lifts and carries relatively light equipment about the laboratory.

Walks through the institution to obtain specimens from hospital patients.

Reaches for, handles, and fingers laboratory equipment and materials.

Near-visual acuity required to study specimens under microscope.

Color vision required to distinguish colors of stains used in microscopic study.

Works inside. Exposed to odorous chemicals and specimens and to infection from contaminated specimens.

JOB RELATIONSHIPS

Workers supervised: MEDICAL LABORATORY ASSISTANT, specializing in microbiology, may be designated Microbiology Technician.

Supervised by: MICROBIOLOGIST or MEDICAL TECHNOLOGIST, CHIEF.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

Clinical Laboratories Department **Morgue Man 355.887**

MORGUE ATTENDANT

diener

JOB DUTIES

Assists PATHOLOGIST in performing autopsies in hospital morgue and maintains morgue room and equipment in clean and orderly condition: Transfers body from compartment tray of morgue refrigerator to the autopsy table, using a wheeled stretcher. Lifts body manually or using protable hoist from stretcher to the autopsy table. Lays out cutting and surgical instruments, glass specimen jars, and test tubes to prepare for autopsy. Writes information such as date and name of deceased on specimen labels and in autopsy logbook for identification and record purposes. Hands PATHOLOGIST surgical instruments, such as knives, saws, scalpels, forceps, and linens, as needed or directed in order that PATHOLOGIST need not divert his attention from field of study. Flushes blood and body fluids from body, using water and suction evacuation hoses. Occasionally performs minor prosecting duties, such as opening the skull, using electric bandsaw. Weighs organs removed from body and posts weights for use of PATHOLOGIST in making diagnostic reports. Places organs and specimens in prelabeled specimen containers. May photograph specimens. Locates and ties off major arteries and stumps of organs and closes incision in body cavities to prepare body for the undertaker. May fill cranium with plaster. Preserves body in refrigerated storage area until removal by the undertaker.

Cleans the surgical instruments, equipment, and morgue area, using water, sterilizing equipment and solutions, and cleaning equipment. Selects powders and liquids and mixes in prescribed proportions to replenish supply of preserving solutions. Gathers soiled linens for laundering and replaces with fresh supply. Requisitions supplies from the storeroom to maintain stock in the morgue.

Receives bodies of deceased patients in morgue and assists porters in placing bodies in compartment trays, taking care to verify identification of body by armband, compartment label, and record-of-death form accompanying the body. Releases body to authorized person.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Cleaning solutions, electric bandsaw, laboratory equipment, preservative solutions, scales, stretcher, suction-evacuator, surgical tools.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is usually required.

Usually requires no previous experience. Some employers may require some morgue room experience.

Three months' on-the-job training is required.

WORKER TRAITS

Aptitudes: Numerical ability required to weigh and measure organs and specimens removed from body.

Form perception required to perceive structural details of organs and tissues during autopsy.

Finger dexterity required to manipulate small instruments to tie off arteries and organs and to close body cavity after autopsy.

Interests: A preference for things and objects to perform cleaning tasks in hospital morgue room and to assist PATHOLOGIST in the autopsy.

A preference for routine, organized activities to perform everyday tasks in the hospital morgue room.

Temperaments: Aptitude for work involving repetitive activities carried out according to set procedures, such as assisting in the autopsy, preserving specimens, and preparing solutions.

Work is performed under specific instructions of the PATHOLOGIST, allowing little room for independent action by the worker.

Physical Demands and Working Conditions: Work is heavy. Moves bodies to and from the morgue compartments, stretchers, and autopsy tables.

Reaches for and handles instruments used in performing autopsies.

Fingering and feeling are essential to locate and tie major arteries and stumps of organs removed from the body.

Talks to and listens to PATHOLOGIST to follow instructions.

Near-visual acuity required to read label and post data in logbook.

Works inside. Worker is exposed to hazards from handling of diseased organs and tissues. Subject to noxious odors from deceased bodies and penetrating odors of preservative chemicals.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PATHOLOGIST.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

SEROLOGIST

JOB DUTIES

Directs and supervises preparation of serums used in treatment and diagnosis of infectious diseases and immunization against these diseases; performs or directs laboratory tests to identify diseases, based on characteristic reactions of various serums:

Trains and supervises SEROLOGY TECHNOLOGISTS and serology technicians in collecting specimens from hospital patients, making serums by inoculating laboratory animals, and conducting serological tests to identify bacteria causing infectious diseases. Observes workers during performance of tasks to determine that established procedures are utilized. Conducts or assists with more difficult tests and devises improved methods for preparing serums and diagnostic antigens and antibodies. Writes diagnostic reports for approval by PATHOLOGIST. Investigates safety of new commercial antibiotic products and accuracy of therapeutic claims. Directs immunology tests and injections, investigates problems of allergy, and conducts tests to determine therapeutic and toxic dosages and most effective methods of administering serums, vaccines, antibiotics, antitoxins, antigens, and related drugs, using laboratory animals as controls. May lecture interns or students of medicine, medical technology, or nursing. Participates in educational conferences to exchange information pertinent to trends in bacteriology, serology, and immunology.

This job is frequently combined with that of MICROBIOLOGIST. The job duties of SEROLOGY TECHNOLOGIST may be included with SEROLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Centrifuge, balance, incubator, laboratory equipment, microscope, work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's degree in bacteriology or serology is essential; master's degree or doctor's degree desirable and frequently required.

At least 3 years of experience in serology in a medical laboratory is usually required.

WORKER TRAITS

Aptitudes: Verbal ability required to instruct and lecture, to participate in conferences, and to consult with PATHOLOGIST.

Numerical ability required to calculate serum formulas.

Form perception required to observe pertinent details of specimens under microscope.

Color discrimination required to aid in identification of various types of bacteria.

Interests: A preference for scientific and technical activities to devise new methods for preparing serums and diagnostic antigens and antibodies.

A preference for activities carried on according to processes and techniques, used in performing laboratory tests and in preparing serum.

Temperaments: Capability to plan, control, and direct the activities of the serology section of the clinical laboratory.

Accuracy to evaluate information against measurable criteria when determining the effectiveness of serums used in the diagnosis and treatment of disease.

Must attain exacting medical standards when conducting laboratory tests and in preparing serums.

Physical Demands and Working Conditions: Work is light. Lifts and carries relatively light equipment about the laboratory.

Reaches for, handles, and fingers equipment, materials, and specimens.

Talking and hearing essential to communicate with subordinates and to discuss cases with PATHOLOGIST.

Near-visual acuity required to read and prepare reports and to study reactions of treated specimens.

Color vision used to detect color changes of specimens.

Works inside. Exposed to infection from disease-bearing specimens and to odorous chemicals and specimens.

JOB RELATIONSHIPS

Workers supervised: SEROLOGY TECHNOLOGISTS.

Supervised by: PATHOLOGIST.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Promotion may be through increased administrative and supervisory duties.

PROFESSIONAL AFFILIATIONS

American Society for Microbiology
115 Huron View Boulevard
Ann Arbor, Mich. 48103

SEROLOGY TECHNOLOGIST

medical technologist, serology

JOB DUTIES

Performs routine serological tests on body fluids and materials, such as blood, exudates, scrapings, and spinal fluids to ascertain pathogenic qualities of specimens and test them for specific diseases:

Makes antibacterial and antitoxic serums and vaccines: Mixes or dilutes manufactured serums according to standard formulas, for use in tests and for inoculation and treatment of patients to create resistance to specific infections or to destroy micro-organisms which enter the body. Makes diagnostic and treatment serums by periodically injecting antigens (dead bacteria or certain proteins which when injected into the body incite tissues to produce disease-fighting antibodies) into laboratory animals; bleeds animals, removes antiserum (serum containing specific antibodies) from blood, and uses antiserum for tests or for injecting into patients. Preserves serum in refrigerator.

Receives body materials and fluids such as blood, exudates, and scrapings, or collects specimens directly from patient. Centrifuges specimens to separate cells from serum. Mixes suspension of bacterial specimen or serum from infected patient with antiserum in test tubes, or introduces antigens or antiserum to bacteria on coverglass, microscope slide, or by other means. Observes reactions, macroscopically or microscopically, to detect characteristic clumping or agglutination in test tube solution. Performs tests for syphillis, using one of established laboratory methods, such as Wassermann, Kahn, Kline, Kolmer, or Eagle. Performs biological skin test, and other tests such as Widal tests for typhoid fever, heterophile antibody tests as for infectious mononucleosis, and test for typing pneumococci and streptococci. Performs other agglutination reaction tests, complement fixation test, or capsular swelling tests using centrifuge, incubators, test tubes, microscopes, and balances. Follows strict principles of asepsis and antisepsis in use of glassware and serum and in preparation and titration of reagents. Records results in laboratory test logbook. Consults with SEROLOGIST when test findings are abnormal and when difficulties are encountered in testing.

Performs immunology tests and injections, such as pollen sensitization tests, by direct injection of antigens in patient. Observes and records reaction to injections.

May conduct tests to determine susceptibility of pathogenic microorganisms to sulfa drugs, penicillin, and other antibodies, and to chemical and physical agents. May conduct pregnacy tests. May test, collect, process, and dispense blood and plasma from hospital blood bank.

This job is frequently combined with that of SEROLOGIST. The duties of this job may be performed by MICROBIOLOGY TECHNOLOGIST or BLOOD BANK TECHNOLOGIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Certrifuge, balance, incubator, laboratory equipment, and microscope.

EDUCATION, TRAINING, AND EXPERIENCE

Three years of college with courses in biology, chemistry, and mathematics, plus 1 year of training in a school of medical technology approved by the American Society of Clinical Pathologists.

Must be a registered Medical Technologist by the Registry Board of the American Society of Clinical Pathologists.

Some States require a license issued by the State Board of Health in order to practice.

WORKER TRAITS

Aptitudes: Verbal ability required to read detailed test manuals.

Numerical ability required to calculate dilutions of serum.

Form perception required to observe changes in surface appearance and forms of specimens being treated and to detect presence of cells and other solid materials in specimens.

Manual dexterity required to obtain serum from laboratory animals.

Color discrimination required to detect color changes in test specimens.

Interests: A preference for scientific and technical activities is required for conducting chemical tests under controlled conditions to identify various types of pathogenic organisms present in specimens.

A preference for activities carried on according to established processes and techniques is required when conducting laboratory tests and preparing serum.

Temperaments: Ability to evaluate information against measurable criteria when conducting laboratory tests on specimens and diluting solutions to prescribed concentrations.

Accuracy for the precise attainment of established standards and procedures is important when mixing and diluting prepared serum for use in inoculations or treatment of patients and when conducting laboratory tests.

Physical Demands and Work Conditions: Work is light. Lifts and carries relatively light equipment about the laboratory. Occasionally walks elsewhere in the institution to obtain specimens from patients.

Reaches for, handles, and fingers laboratory materials, equipment, and instruments.

Near-visual acuity required to examine specimens under microscope.

Color vision required to observe color changes in specimens during progress of tests.

Works inside. Exposed to infection from careless handling of disease-bearing specimens and to odorous chemicals or specimens.

JOB RELATIONSHIPS

Workers supervised: MEDICAL LABORATORY ASSISTANT specializing in serology, who may be designated Serology Technician.

Supervised by: SEROLOGIST or MEDICAL TECHNOLOGIST, CHIEF.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Medical Technologists
Suite 25, Hermann Professional Building
Houston, Tex. 77025

DENTAL DEPARTMENT

Purpose: To develop a comprehensive dental program to meet the requirements of the hospital.

Responsibilities: (1) Administrative—conducting the affairs of the Dental Department in accordance with the established administrative procedures of the hospital; (2) consultative—providing consultation, through customary channels, on all problems related to the dental health of the patient; (3) clinical—providing professional services to patients in accordance with the concepts of modern scientific dentistry and periodic evaluation of patient care; (4) research—planning and carrying out dental research either independently or in cooperation with personnel of other departments; (5) educational—participating actively in the educational programs of the hospital and, when appropriate, developing dental internship and residency programs; (6) interprofessional and intraprofessional relationships—(a) personnel of the Dental Department should establish and maintain relationships with appropriate clinical and administrative services of the hospital, (b) dental staff members should attend and participate in regular hospital staff conferences, and (c) dental staff members should be appointed to and participate in the work of the various committees of the hospital.

Authority: The Dental Department must be under the direction of a dentist, who is a graduate of a school approved by the Council on Dental Education of the American Dental Association and licensed in the State in which the hospital is located.

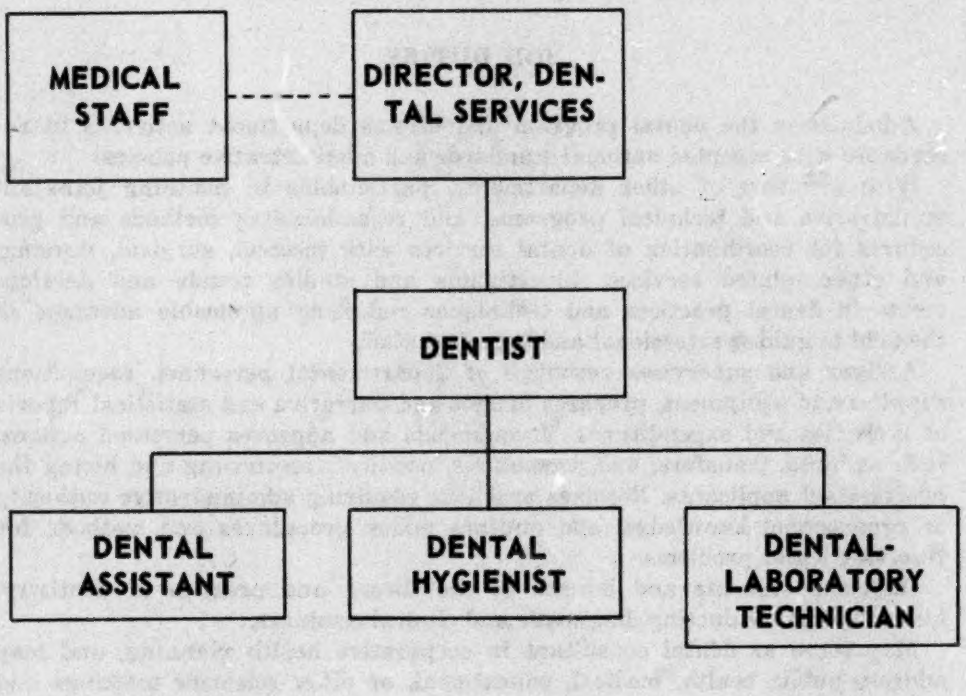
Standards: The organization, staffing, and administration of the Dental Department shall be in accordance with the *Guidelines for Hospital Dental Services* formulated by the Council on Hospital Dental Services of the American Dental Association and the Council on Professional Practice of the American Hospital Association. The *Guidelines for Hospital Dental Services* form the criteria on which the Council on Hospital Dental Service evaluates and approves dental services in hospitals.

Physical Facilities: The Dental Department should be a complete and self-contained unit amply designed and equipped for the staff to adequately carry out the approved dental program of the hospital.

Staffing: The dental staff shall include, in addition to the chief of the service, qualified dentists, dental hygienists, dental

assistants, dental technicans, and other personnel needed to meet the requirements of the dental program.

DENTAL DEPARTMENT


MEDICAL STAFF
DIRECTOR, DENTAL SERVICES
DENTIST
DENTAL ASSISTANT
DENTAL HYGIENIST
DENTAL-LABORATORY TECHNICIAN

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, DENTAL SERVICES

JOB DUTIES

Administers the dental program and directs department activities in accordance with accepted national standards and administrative policies:

With members of other departments, participates in planning joint administrative and technical programs, and recommending methods and procedures for coordination of dental services with medical, surgical, nursing, and other related services. Investigates and studies trends and developments in dental practices and techniques reflecting applicable advances in the field to guide professional and technical staff.

Assigns and supervises activities of departmental personnel, requisitions supplies and equipment, prepares budget and narrative and statistical reports of activities and expenditures. Recommends and approves personnel actions, such as hires, transfers, and promotions, usually interviewing and hiring the professional applicants. Resolves problems requiring administrative authority or professional knowledge, and outlines policy procedures and methods for resolving lesser problems.

Instructs students and interns in the theory and practice of dentistry, lecturing and conducting diagnostic and clinical seminars.

May serve as dental consultant in cooperative health planning, and may address public health, medical, educational, or other scientific meetings and conferences. May have a dental specialty such as ORAL SURGEON or PERIODONTIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Administrative duties would not require the use of any dental equipment, instruments, or professional aids. However, if performing any diagnostic or clinical procedures, the DIRECTOR, DENTAL SERVICES uses those required for the specific procedure.

EDUCATION, TRAINING, AND EXPERIENCE

D.D.S. or D.M.D. from an approved dental school. If practicing in a specialty field, may be required to pass a specialty board examination, which usually requires 2 or 3 years' graduate education and approximately the same amount of specialized experience.

Must have license to practice in State where employed.

One or more years in supervisory or administrative capacity.

WORKER TRAITS

Aptitudes: Verbal ability is required to read and understand professional and technical dental and medical materials; to communicate with administrative and medical personnel; to write administrative reports and technical manuals; to lecture to students; and to speak to audiences.

Numerical ability is required to prepare budget estimates and statistical reports of departmental activities.

Interests: A preference for contacts with people, in coordinating department services with other departments for the best patient care services.

A preference for communicating ideas in planning emphases and objectives of dental programs; in preparing manuals, and when lecturing to students.

Temperaments: Administrative ability to plan and control the activities of the Dental Department and its personnel.

Aptitude to work with people in planning and coordinating work programs and in making diagnostic recommendations based on measurable and verifiable criteria.

Physical Demands and Working Conditions: Work is sedentary.

Talking and hearing when lecturing, interviewing applicants, and attending patients.

Near-visual acuity, depth perception, and accomodation are necessary while examining and performing dental procedures.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All personnel assigned to Dental Department (professional, technical, clerical, and paramedical).

Supervised by: ASSOCIATE ADMINISTRATOR for administrative purposes and Chief of Medical Staff for professional practice.

Promotion from: DENTIST.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Association of Dental Schools
211 East Chicago Avenue
Chicago, Ill. 60611

American Dental Association
211 East Chicago Avenue
Chicago, Ill. 60611

State and local dental associations.

National Dental Association
P.O. Box 197
Charlottesville, Va. 22902

DENTIST

JOB DUTIES

Provides dental care for inpatients and outpatients of hospital by diagnosing and treating diseases, injuries, and malformations of teeth and gums: Makes visual examination of the patients' teeth and surrounding oral structures, utilizing X-rays, mouth mirror, explorers, instruments, and other diagnostic procedures; enters findings on a dental chart and in patient's medical record; decides upon and carries to completion most feasible plan of treatment. Locates and repairs cavities in teeth. Extracts impacted, infected, or otherwise diseased or troublesome teeth or performes root canal work. Makes impressions and models of jaw and mouth in preparation of dentures. Fits orthodontic appliances for straightening and rearranging irregular teeth and treating malocclusion of the jaws. Treats diseases of teeth, gums, and mouth with appropriate drugs or by surgery. Advises patients about dental health practices. Has assistance of DENTAL HYGIENIST, DENTAL ASSISTANT, or DENTAL LABORATORY TECHNICIAN in doing work.

Consults with heads of other patient care services in planning dental treatment to be used, for coordinating patient problems.

May perform dental procedures at chairside in an office or at bedside with portable denal unit.

May perform oral surgery at chairside or in hospital operating room.

May have a dental specialty such as ORAL SURGEON or PERIODONTIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Dental unit for use in restorative dentistry and prophylaxis; instruments such as scalers, probes, forceps, mirror, carving instruments; X-ray.

EDUCATION, TRAINING, AND EXPERIENCE

D.D.S. or D.M.D. from an approved dental school. If practicing in a specialty field, may be required to pass a specialty board examination, which usually requires 2 or 3 years of graduate education and approximately the same amount of specialized experience.

Must have license in State where practicing.

WORKER TRAITS

Aptitudes: Verbal ability is required to understand scientific information; to be able to express ideas when supervising departmental personnel, conferring with other hospital personnel and patients, and before an audience.

Spatial and form perception are required to visualize the reconstruction of two- and three-dimensional patterns in order to place teeth and adjacent oral structures in proper relationship, and to make visual comparison and fine discriminations in shape and surface detail of teeth.

Motor coordination is required to make precise, rapid movements with hands and fingers while manipulating dental instruements and equipment in patient's mouth.

Finger dexterity is required to manipulate small objects rapidly and accurately, such as dental drills, crowns, and inlays.

Manual dexterity is required to move hands easily and skillfully in manipulation of dental instruments and equipment.

Interests: Preference for scientific and technical activities is necessary to upgrade knowledge in medical and dental science.

A preference for activities of business and with people are necessary to discuss dental diagnosis and method of treatment with the patient.

Temperaments: To communicate effectively, with patience and tact, when working with apprehensive and anxious patients, and those in pain.

Capable of making judgments and decisions based on sensory and verifiable criteria, to determine the extent of dental disability and method of treatment.

Physical Demands and Working Conditions: This is light work. DENTISTS should be able to perform duties either while seated or standing, they are in the latter position most of the time.

Lifting and continuous handling fingering, and feeling of dental equipment, with frequent reaching. Deft manipulation of equipment is absolutely necessary to well-being of patient and to prevent damage to equipment.

Near-visual acuity, accommodation, and depth perception are necessary while examining and operating on patient and in making fine discriminations in shape and surface texture of teeth, and to visualize relationships while using hand mirror.

Must be able to communicate with patient, members of his family, staff, and audiences.

Must have color vision to recognize symptoms of oral infection or pathological disorder and to determine correct tints in dentures.

Works inside.

JOB RELATIONSHIPS

Workers supervised: DENTAL ASSISTANTS; DENTAL HYGIENIST; DENTAL-LABORATORY TECHNICIAN; clerical assistants.

Supervised by: DIRECTOR, DENTAL SERVICES.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. May be promoted to DIRECTOR, DENTAL SERVICES.

PROFESSIONAL AFFILIATIONS

American Association of Dental Schools
211 East Chicago Avenue
Chicago, Ill. 60611

American Dental Association
211 East Chicago Avenue
Chicago, Ill. 60611

State and local dental associations.

National Dental Association
P.O. Box 197
Charlottesville, Va. 22902

DENTAL ASSISTANT

dental technician

JOB DUTIES

Assists DENTIST at chairside during examination and treatment of hospital inpatients and outpatients, assists DENTAL-LABORATORY TECHNICIAN in construction of dentures and other dental prostheses, and performs related clerical duties:

Prepares patients for dental treatment by draping with sterile sheet or other covering. Arranges dental instruments, materials, and medications on chairside tray in the order they are to be used according to the scheduled treatment; keeps oral operating areas clear during dental procedures by use of suction devices, water sprays, cotton rolls, and holders, and by retractions of cheek and tongue, prepares restorative materials and dental cements, and passes instruments to the DENTIST. Assists during oral surgery. Sterilizes instruments using autoclaves or chemical disinfectants.

May take, develop, and mount X-rays, if State dental laws allow.

Assists DENTAL-LABORATORY TECHNICIAN in construction of models of teeth and mouth; pours, trims, mounts, and polishes models of plastic or plaster made from impressions taken by the DENTIST.

Performs clerical and stenographic duties: receives patients, arranges appointments, records treatment, keeps accounts, receives cash, or sends charges to Financial Management for billing to patients' accounts; keeps an inventory of materials used and orders supplies.

May perform routine maintenance; for example, lubricates equipment, sharpens dental hand instruments, replaces expendable parts, and cleans equipment and treatment area.

May determine pulse, respiration, facial coloration, and pupillary reflexes of patients under anesthetic.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Amalgamator, aspirator, polishing lathe, vibrator, X-ray machine. Also uses such materials as silver amalgam, mercury, and powdered plaster; various disinfectant solutions, photographic chemicals and supplies; and usual business forms and records.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with business courses, biology, and chemistry. Certificate of completion of a dental assistant course in a vocational school, lasting approximately 1 year, or a 2-year junior college program for dental assistants.

One year's experience in a dental office.

With the above education and experience, it would take about 3 months' on-the-job training to become familiar with the hospital routine.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate easily with patients and dentists and to understand technical and medical nomenclature.

Motor coordination is required to react quickly to directions from DENTIST.

Manual and finger dexterity are required to work with small pieces of equipment and handling of various materials such as amalgams, plastics, and to operate various small machines such as vibrator and lathe.

Spatial perception is required in correctly placing X-ray and in handling dental prostheses.

Interests: A preference for working with people, in order to effectively meet, talk with, and interview patients.

A preference for scientific and technical activities to learn correct dental procedures.

A preference for dealing with things and objects to master laboratory techniques and dental procedures.

Temperaments: Versatility, since work involves a variety of duties which may change from day to day, depending upon individual patient's treatment, and varying laboratory duties.

Capability to work under specific instructions from the DENTIST while he is performing dental procedures.

Ability to communicate with patients and put them at ease, especially when they are in pain or anxious.

Physical Demands and Working Conditions: This is light work with considerable standing. (Most schools are teaching DENTAL ASSISTANTS to work from a sitting rather than a standing position.)

Reaching, handling, and fingering of dental supplies and apparatus.

Frequent talking and hearing when communicating with patients, members of their families, or DENTISTS.

Near-visual acuity and depth perception to verify accuracy of X-rays, when placing instruments in correct positions, and while cleaning and polishing dentures.

Works inside. Is subject to respiratory infections due to close contact with patients.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: DENTIST or DENTAL-LABORATORY TECHNICIAN.

Promotion from: This may be an entry job.

Promotion to: May be promoted to DENTAL HYGIENIST or DENTAL-LABORATORY TECHNICIAN, after completion of additional formal education.

PROFESSIONAL AFFILIATIONS

American Dental Assistants Association
211 East Chicago Avenue
Chicago, Ill. 60611

DENTAL HYGIENIST

hygienist
oral hygienist
prophylactician

JOB DUTIES

Assists DENTIST in providing oral health care to hospital patients by cleaning, scaling, and polishing teeth; taking and processing X-rays; and giving advice on oral hygiene:

Removes calcareous deposits, accretions, and stains from teeth by scaling accumulation of tartar from teeth and beneath margins of gums using small hand instruments and mirror, rotating brushes, rubber cups, and cleaning compound. Inserts fine finishing strip (emery or linen) between teeth to remove stains from part of tooth inaccessible by other methods. Applies medicants to gums and between teeth with cotton swab. Applies fluoride to teeth to aid in prevention of caries. Records evaluation of mouth condition and extent of prophylaxis on dental chart to provide DENTIST with information for more complete diagnosis and subsequent treatment if needed.

Cleans, sharpens, and sterilizes instruments using autoclaves or disinfecting solutions; mixes cleaning compounds and antiseptic solutions.

Takes, develops, and mounts X-rays.

Advises and instructs patients on proper dental care and proper diet for good dental health.

Plans and delivers lectures to community organizations and other groups of children and adults, using posters, slides, models, motion pictures, and other visual aids.

May provide bedside prophylaxis, using portable dental unit; instructs nurses relative to patients' dental health care.

May provide chairside assistance to DENTISTS by laying out instruments, mixing restorative materials, and aspirating patient's mouth.

May schedule appointments and perform miscellaneous clerical duties.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Aspirator, X-ray equipment, power unit for dental equipment, various hand instruments such as scalers, mouth mirror, cleaning compounds, visual aids.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited dental hygiene school, with license to practice in State where employed. There are two types of training available: A 4-year college program leading to a B.S. degree, and the more widely offered 2-year program leading to dental hygiene certification.

There are no specific requirements as to length of training or experience after licensing.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate easily with patients, dentists, hospital staff, and audiences when lecturing; also to understand technical and medical nomenclature.

Spatial perception is required when performing oral prophylaxis.

Finger dexterity is required to handle small dental instruments with considerable skill and delicacy of touch and to manipulate them in small, restricted spaces.

Manual dexterity is required to position and work with X-ray equipment, prophylaxis handpieces, and various dental supplies.

Interests: A preference for contacts with people is necessary in order to discuss dental care with patients, staff, and audiences.

A preference for scientific and technical matters to acquire and upgrade knowledge of dental hygiene.

Temperaments: Able to work with people, using tact, courtesy, and patience to secure cooperation.

Able to exercise considerable judgment based on evaluation of mouth conditions to recommend treatment, care, and diet to patients and to recognize indications of oral disease.

Versatility, since worker performs a variety of duties which may change from day to day, depending upon individual patient's treatment.

Physical Demands and Working Conditions: This is light work but requires continuous standing. (Most schools are now training DENTAL HYGIENISTS to work from a sitting position.)

Reaching, handling, and fingering required for working with dental instruments and equipment.

Talking and hearing when communicating with patients, staff, and audiences.

Near-visual acuity and depth perception to see fine discriminations in shape and surface texture of teeth.

Color vision to recognize symptoms of oral infection or pathological disorders.

Works inside. Is subject to respiratory infections due to close contact with patients.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: DENTIST.

Promotion from: No formal line of promotion. May be promoted from DENTAL ASSISTANT after additional formal training.

Promotion to: **No formal line of promotion. Some hospitals employ a DENTAL HYGIENIST in a supervisory position, in which case promotion is through addition of administrative or supervisory duties.**

PROFESSIONAL AFFILIATIONS

American Dental Hygienist Association
211 East Chicago Avenue
Chicago, Ill. 60611

DENTAL-LABORATORY TECHNICIAN

JOB DUTIES

Constructs and repairs complete or partial dentures, bridges, crowns, inlays, and other dental restorations according to the mouth impression and prescription prepared by DENTIST:

When fabricating complete or partial dentures from the mouth impression, builds a wax bite rim and arranges selected artificial teeth in the wax in proper relation to each other; mounts wax denture in articulator and makes final adjustments by melting and working wax with hand instruments and grinding high points of teeth with lathe; encases the wax denture in plaster, plastic, or other special material; melts out the wax and injects a plastic compound in the cavity left by the wax; after curing, removes denture from the plaster casing and finishes the denture by polishing and buffing to a natural luster. Detailed methods and techniques may vary between laboratories and between technicians.

For bridges and partial dentures, working from plaster models and DENTIST'S prescriptions, considers stress placed on existing teeth by measuring supporting teeth with a dental surveyor and determines the correct position of the clasp ends to insure adequate retention and proper fit.

Broken dentures, bridges, and other restorations are reapired by cutting away broken parts with a knife and grinding rough edges to a bevel. Missing portions of the denture are constructed in the same manner as making new dentures.

Metal crowns and inlays are cast in a centrifugal casting machine; gold is melted in a crucible with a gas blowtorch or other heating device and driven into the mold by centrifugal force. Porcelain crowns may be mixed and shaped by hand and glazed in an oven. Wire bridge attachments are shaped by hand and soldered, using a blowtorch or Bunsen burner. All crown and bridge components are tested for occlusal harmony on the articulator and assembled with the aid of solder and gastorch to form the fixed bridge.

Appliances for straightening teeth are constructed and repaired.

At specified points in the process the denture may be returned to the DENTIST for fitting so that the final product will be comfortable and pleasing.

Some DENTAL-LABORATORY TECHNICIANS are "generalists" who are able to do all work necessary to complete any dental replacements. Others may specialize in one or more phases of the work and are called by their specialty such as DENTAL CERAMIST; CONTOUR WIRE SPECIALIST, DENTAL; DENTAL TECHNICIAN, CROWN AND BRIDGE; ORTHODONTIC TECHNICIAN; BITE-BLOCK MAN.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Specialized laboratory equipment including Bunsen burners, small electric furnaces, curing tanks, grinding and polishing equipment, vibrating machines, dental lathes, and dental surveyors. There are also a variety of hand tools, such as spatulas, scrapers, and carving knives.

EDUCATION, TRAINING, AND EXPERIENCE

The American Dental Association and the National Association of Certified Dental Laboratories have together developed training requirements leading to certification as DENTAL-LABORATORY TECHNICIAN either as generalist or specialist within a particular area. Usually 1 to 2 years' classroom training, plus 3 or 4 years of experience in a dental laboratory are needed before taking the exam for certification.

No other experience is required if worker has certification.

WORKER TRAITS

Aptitudes: Form perception is required to perceive pertinent details and to make visual discriminations and proportions when working with parts of dentures, bridges, or appliances.

Spatial perception is needed to comprehend relationships of figures and models in the study of tooth forms, functions, stresses, and all phases of occlusions.

Finger dexterity is required to utilize small handtools for mixing, molding, shaping, and forming various kinds of metals, alloys, plastics, and other materials.

Manual dexterity is required in handling various powered instruments, such as electrical drills and polishing lathes.

Color discrimination is required to mix materials to match natural colors of teeth.

Interests: A preference for working with processes and techniques that involve dexterity and skill with the hands to fashion dental prostheses from impressions taken of patient's gum by DENTIST.

Temperaments: Ability to exercise judgment in mixing, molding, and heating metals and plastic materials, as well as artistic evaluation of such things as color and form.

Accuracy to attain precise specifications when working from DENTIST'S instructions and impressions of oral tissues.

Physical Demands and Working Conditions: This is light work, most of which can be performed while seated.

Reaching, handling, and fingering are necessary when working with various handtools, dentures, crowns, and bridges.

Depth perception is necessary to position dentures or bridges in proper relation to surrounding oral structure and to test occlusion.

Near-visual acuity is needed to detect minor imperfections in models, molds, and dentures.

Color vision required in tinting artificial gums and matching shading of teeth.

Works inside. Occasional mechanical hazards from grinding wheels and sharp hand instruments, and frequent chance of burns from acids, Bunsen burner, or blowtorch.

JOB RELATIONSHIPS

Workers supervised: Dental-Laboratory Assistant working toward certification.

Supervised by: DENTIST or Chief Dental-Laboratory Technician.

Promotion from: No formal lines of promotion.

Promotion to: No formal lines of promotion.

PROFESSIONAL AFFILIATIONS

National Association of Certified
Dental Laboratories, Inc.
1330 Massachusetts Avenue, NW.
Washington, D.C. 20005

American Dental Association
211 East Chicago Avenue
Chicago, Ill. 60611

There may be a union affiliation or local or State organization.

DIETETIC DEPARTMENT

Purpose: To provide complete dietetic treatment to all patients, including patient therapy and education, and to plan, prepare, and serve nutritious and appetizing food for patients, personnel, and visitors. To train dietetic and other hospital personnel and to maintain close working relationships with other hospital activities and community agencies.

Responsibility: To plan, organize, and direct all phases of the *dietetic operation which includes menu planning; food preparation and service;* budget estimates; cost control and administrative recordkeeping; patient therapy and education; analysis and appraisal of personnel requirements; and safety and sanitation programs. The department is responsible for keeping informed of advancements and changes in equipment and food for possible application.

It is a responsibility of the Dietetic Department to specify quantity and quality of food through use of commodity specifications. Meals must supply basic physiological needs and also have aesthetic appeal to the patient. For efficiency in operations, all diets can be built around general diets by additions and modications.

Files of recipes for quantity cooking are maintained to facilitate preparation and cost control. The recipes should contain formulas to be followed and indicate yields in terms of number and size of servings, and costs of both total recipe and single servings. A diet manual, prepared or recommended by the department and approved by the medical staff, must be available for use by physicians and nurses.

Food preparation and service constitute a large part of the work of the Dietetic Department. All foods should be prepared under strictly sanitary conditions in accordance with local and State public health regulations. Foods should be prepared preserving full color, flavor, and nutritional value; meals should be attractively served. Trays must be inspected so that patients on modified diets will receive proper meals. Dishwashing and housekeeping in main kitchen, floor kitchen, and other dietetic areas usually are also functions of this department.

Another function is that of formal and informal education. Dietetic interns are trained in many hospitals. Nurses, medical and dental students, and interns and residents are instructed in principles of nutrition and diet therapy. The department is also responsible for teaching patients and their families nutrition and modified diet requirements.

Infant formulas may be prepared by the Dietetic Department or preprepared formulas purchased from vendors.

Other dietetic services include visiting patients in nursing units to determine their food preferences both as to type of food and manner in which it is prepared; advising patients with special dietetic problems prior to their discharge from the hospital, or as referred from the outpatient clinic; cooperating *with medical staff in planning, preparing, and serving* metabolic research diets.

Dietetics is an important aspect of hospital medical care. To be effective, the Dietetic Department must develop a planned program, efficient organization and administration, and close coordination with other hospital activities. The program must be flexible enough to take advantage of current developments in medicine, dietetics, and the food-service industry.

AUTHORITY: The Dietetic Department is under the direction of a DIRECTOR, FOOD SERVICE, who reports directly to the ADMINISTRATOR or to an ASSOCIATE ADMINISTRATOR. Administrative policies, budgetary controls, and procedures for carrying out the dietetic program are determined by the ADMINISTRATOR in cooperation with the DIRECTOR, FOOD SERVICE and heads of other departments involved such as Nursing, Housekeeping, or Laundry. The DIRECTOR, FOOD SERVICE is then delegated full authority for implementing the dietetic program.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: The Dietetic Department maintains operating relationships with most of the medical care and administrative activities of the hospital. Close relationships are maintained with the medical staff on special dietetic needs of patients, with nursing services on provisions of regular and modified diets and between-meal nourishment, and with the ADMINISTRATOR on management matters. The department usually takes an active part in formal and informal educational programs of the hospital and works closely with physicians, interns, residents, nurses, student nurses, dietetic interns, and other employees. The department may have an opportunity to conduct instructive courses in dietetics for the general public.

STANDARDS: The Joint Commission on Accreditation of Hospitals has developed minimum standards for Dietetic Departments in hospitals, which include standards on organization, facilities, personnel, foodhandling practices, records, and policies.

The American Dietetic Association has developed standards for the education of dietetic interns and has established specified educational requirements for qualified dietitians.

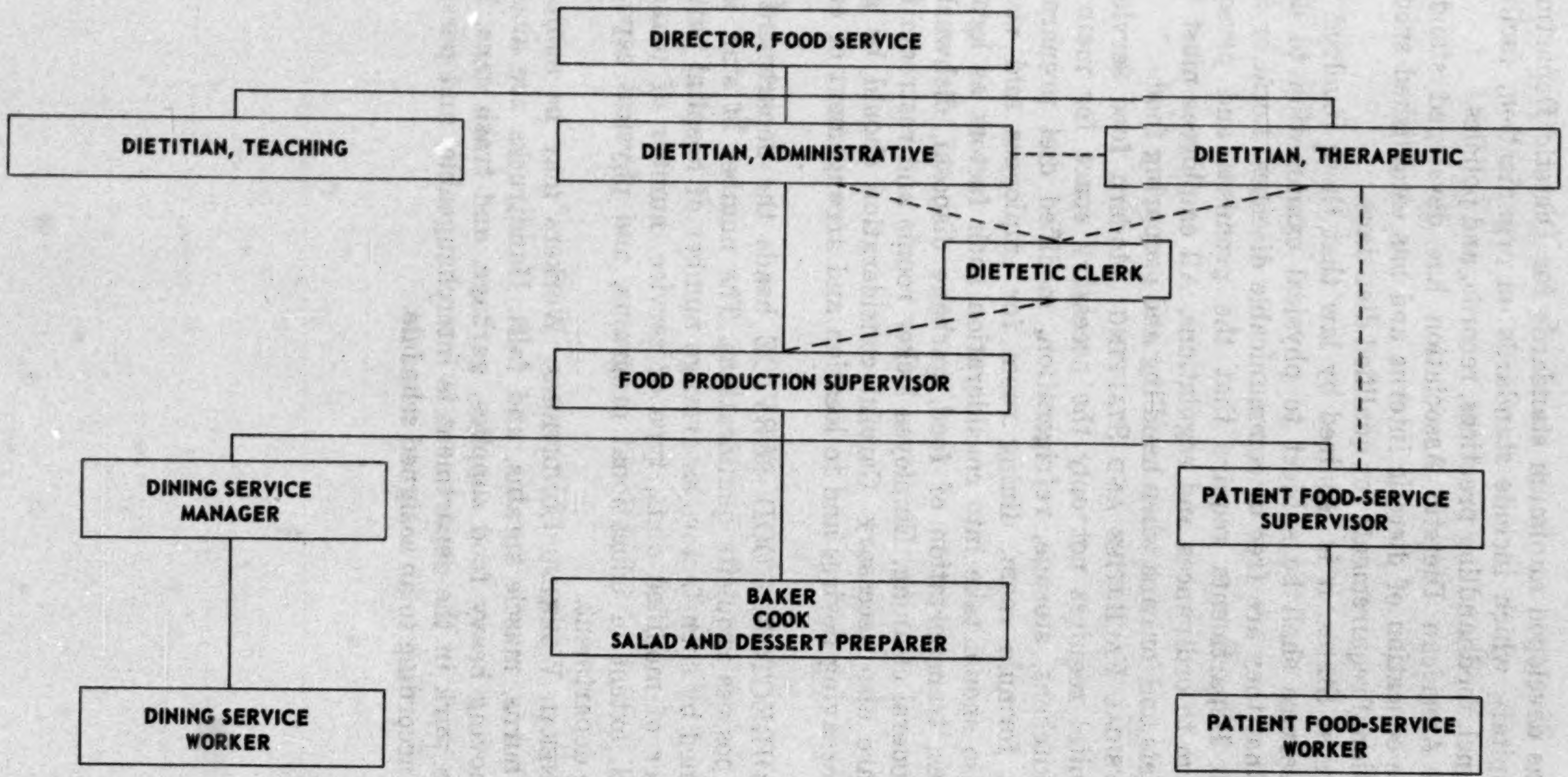
In most States, it is required by law that those involved with food service shall be subject to physical examination to determine that they are free of communicable diseases. Local or State Health Departments require that the premises and personnel conform to ordinances and regulations. All employees must wear hair nets and/or caps when handling and preparing food.

PHYSICAL FACILITIES AND STAFFING: Modern food service in a hospital requires not only the necessary space for main and area kitchens, storage, refrigeration, modified diet preparation, infant formula room, dining room for employees and visitors but also should take into consideration such factors as location, utilities, transportation of food, garbage disposal, dishwashing, and general cleaning. Employee locker rooms and restroom facilities are also necessary. Careful consideration should be given to laborsaving devices and to location and arrangement of equipment.

A DIRECTOR, FOOD SERVICE heads the department and must possess requisite qualifications. The number of staff is determined by such factors as average number of hospital patients, number of modified diets, type of service, number of personnel served, extent of educational programs, and physical capacities of the department.

GENERAL WORKING CONDITIONS: Workers may be subject to cuts, burns, muscle sprains, and falls. Handtrucks are available for moving heavy food supplies, garbage, and trash cans. Much of the work in the department is interchangeable, and personnel work according to an assigned schedule.

DIETETIC DEPARTMENT


DIRECTOR, FOOD SERVICE
DIETITIAN, TEACHING
DIETITIAN, ADMINISTRATIVE
DIETITIAN, THERAPEUTIC
DIETETIC CLERK
FOOD PRODUCTION SUPERVISOR
DINING SERVICE MANAGER
BAKER
COOK
SALAD AND DESSERT PREPARER
PATIENT FOOD-SERVICE SUPERVISOR
DINING SERVICE WORKER
PATIENT FOOD-SERVICE WORKER

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

Dietetic Department **Dietitian, Chief 077.118**

DIRECTOR, FOOD SERVICE

chief dietitian
director, dietetics

JOB DUTIES

Plans, directs, and coordinates activities of Dietetic Department to provide dietetic service for patients and hospital employees:

Establishes departmental regulations and procedures, in conformance with administrative policies, and develops standards for organization and supervision of dietetic service. Determines quality and quantity of food required, plans menus, and controls food costs. Reviews regular diet menus as to cost and suitability to type of hospital, and standardized receipes for menu requirements. Makes frequent inspections of all work, storage, and serving areas to determine that regulations and directions governing dietetic activities are followed. Recommends or institutes changes in techniques or procedures for more efficient operation. Develops and prepares policies and procedures governing handling and storage of supplies and equipment, sanitation, and for records and compiling reports. Prepares job descriptions, organization charts, manuals, and guidebooks covering all phases of departmental operations for use by employees. Makes final determination of kinds and amounts of supplies and equipment needed.

Interviews and makes final selection of applicants for employment. Reviews work schedules for personnel and job performance ratings.

Selects, upon recommendation, personnel for transfer, promotion, and special training to insure most effective utilization of individual skills and employee development.

Reviews records and reports covering number and kinds of regular and therapeutic diets prepared, nutritional and caloric analyses of meals, costs of raw food and labor, computation of daily ration cost, inventory of equipment and supplies. Develops and directs cost control system. Prepares and submits department budget.

Confers with other department heads regarding technical and administrative aspects of dietetic service. Establishes effective relationships with medical staff, nursing, and other patient care services. Attends hospital staff conferences and transmits information to department staff regarding new developments and trends.

Delegates authority to supervisory staff for task details to facilitate smooth flow of materials and services.

Attends professional meetings and conferences to keep informed of current practices and trends in fields of dietetics and nutrition. May prepare articles for publication in professional journals and lecture on various aspects of dietetic operations. May discuss dietetic problems with patients or their families and explain diet therapy for specific case.

In smaller hospitals the duties of DIETITIAN, ADMINISTRATIVE and/or DIETITIAN, THERAPEUTIC may be combined with this job.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Dietetic personnel records, inventory records, purchase requisitions, recipes, other records and reports, and work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's or advanced degree from an accredited institution, with major in foods, nutrition, or food-service administration.

May have completed an internship in hospital offering dietetic internship approved by The American Dietetic Association or have met necessary experience requirements.

Varied experience in dietetics and administration is required.

WORKER TRAITS

Aptitudes: Verbal ability required to understand medical and scientific terminology in order to communicate with professional staff regarding technical aspects of the department; ability to understand policies, principles, and procedures of dietetics and hospital administration; ability to communicate with personnel of all levels; and ability to solve problems.

Numerical ability required to evaluate and prepare statistical material for budget, cost control, and other purposes.

Interests: A preference for contacts with people to confer with administrative personnel regarding department activities and to direct work of department personnel.

Temperaments: Suitability to direct, control, and plan all activities in the department.

Able to deal with people, for conferring with other department heads, supervisors, and patients.

Physical Demands and Working Conditions: Work is light.

Talking and hearing essential to consult with departmental personnel and applicants, to confer with other hospital department heads, and to represent department in hospital staff meetings.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All employees assigned to the department.

Supervised by: ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR.

Promotion from: DIETITIAN, ADMINISTRATIVE; DIETITIAN, TEACHING; or DIETITIAN, THERAPEUTIC.

Promotion to: No formal line of promotion. May be promoted to an ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

American Society for Hospital Food
Service Administrators
840 North Lake Shore Drive
Chicago, Ill. 60611

The American Dietetic Association
620 North Michigan Avenue
Chicago, Ill. 60611

DIETITIAN, ADMINISTRATIVE

assistant director, food service
food production manager

JOB DUTIES

Directs and supervises hospital personnel concerned with planning, preparing, and serving food to patients, staff, and visitors:

Plans basic menus considering such factors as variety, season of the year, availability of foods, known food preferences of the group, nutritional and caloric content, and food costs. Estimates number of people to be served and computes quantity of food to be prepared to insure that individual portions will be in conformance with dietetic standards. Prepares daily menus and portion specification orders for guidance of the staff and inspects prepared food to insure adherence to specifications, observing appearance, quantity, and temperature, and sampling the food to estimate its palatability.

Develops and implements work standards, sanitation procedures, and personal hygiene requirements consistent with institutional rules; local, State and Federal regulations; and foodhandling principles. Inspects food preparation and serving areas, equipment, and storage facilities, observes the appearance and personal habits of the staff to detect deviations and violations of current health regulations, and orders corrective measures as necessary.

Prepares daily work schedules and assigns duties and responsibilities, through supervisors, to dietetic staff. Employs dietetic personnel, directs orientation and training, and initiates, recommends, and approves personnel actions, such as transfers, promotions, and separations, according to procedures established by hospital administration.

Responsible for records and reports concerning technical and administrative operations, such as number of meals served, menus, analyses of diets, food costs, supplies issued, repairs to dietetic equipment, maintenance service and costs, personnel data, and continuous inventory of supplies on hand. Suggests revisions or adaptations of procedures for more efficient performance of department and for training of employees.

Reviews technical publications, studies journals, and confers with food industry representatives regarding new developments in food packing and processing, new and modified equipment, and new nutritional concepts. Selects those with merit for possible incorporation into the hospital programs.

Depending on the size and organization of the Dietetic Department, may directly supervise the food preparation personnel, overseeing the cooking, serving, and cleaning tasks. May also supervise all dietetic personnel not specifically assigned to patient food service or modified diet preparation. May direct the employee food-service activity.

In smaller hospitals, the duties of DIRECTOR, FOOD SERVICE or DIETITIAN, THERAPEUTIC may be combined with this job.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Food preparation reports, inventory records, menus, personnel records, recipes, work schedules, and all institutional kitchen equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's or advanced degree from an accredited college or university with major in foods, nutrition, or food-service administration.

May have completed a dietetic internship approved by The American Dietetic Association or have met necessary experience requirements.

Varied experience in dietetics and administration is required.

WORKER TRAITS

Aptitudes: Verbal ability required to direct work activities and to utilize hospital and dietetic terminologies.

Numerical ability required to calculate nutritional values of foods, plan work schedules, develop requisitions, and estimate food purchasing requirements.

Form perception required to judge adherence to portion-size specifications.

Interests: A preference for contacts with people, to direct departmental personnel and their activities and to resolve problems related to departmental activities.

Temperaments: Capable of the direction, control, and planning of the food production activities of the department.

Able to deal with people, for supervising staff, conducting on-the-job training, and confering with associates.

Physical Demands and Working Conditions: Work is light. Stands and walks much of working day.

Talking and hearing essential to give assignments and work instructions to subordinates and to resolve dietary matters with associates. Works inside.

JOB RELATIONSHIPS

Workers supervised: All employees of food production unit.

Supervised by: DIRECTOR, FOOD SERVICE.

Promotion from: No formal line of promotion. May be promoted from staff level position.

Promotion to: DIRECTOR, FOOD SERVICE.

PROFESSIONAL AFFILIATIONS

American Society for Hospital Food
Service Administrators
840 North Lake Shore Drive
Chicago, Ill. 60611

The American Dietetic Association
620 North Michigan Avenue
Chicago, Ill. 60611

DIETITIAN, TEACHING

assistant director, dietetic education

JOB DUTIES

Plans, organizes, and conducts dietetic educational programs for nurses, medical and dental interns, medical residents, dietetic interns, and other personnel:

Plans schedule of instruction and on-the-job training. May conduct classes in subjects such as nutrition, diet therapy, sanitation, infant nutrition, marketing, menu planning, food procurement, food cost control, and supervisory techniques. Arranges for additional lectures by medical staff, teachers of dietetic subjects in colleges and universities, and members of professional associations. Supervises dietitians in any teaching or training functions they may perform in connection with the program for teaching in the area of dietetics.

May recommend and supervise procedures in orientation and on-the-job training of food-preparation and food-service workers: Institutes orientation program to acquaint employees with work assignments, schedules, and required performance standards.

Selects textbooks and reference materials for subjects to be presented in classroom and prepares course outlines. Prepares manuals and guidebooks for use in on-the-job training. Prepares and presents visual aids to supplement textbook information and to portray on-the-job methods.

Requests, from accredited colleges, universities, and professional associations, literature on trends and practices in fields of dietetics and nutrition.

Participates in meetings of professional associations.

In smaller hospitals the duties of this job may be combined with those of DIETITIAN, ADMINISTRATIVE; DIETITIAN, THERAPEUTIC; or DIRECTOR, FOOD SERVICE.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Course outlines, dietetic literature, files, manuals, visual aids, textbooks, and written examinations.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's and master's degrees from accredited institution with major in foods, nutrition, or food service management. Completion of courses in methods and principles of teaching required.

May have completed an internship in hospital offering dietetic internship approved by The American Dietetic Association or equivalent approved experience. At least 1 year's experience as instructor in one or more phases of dietetics in a college or institution is preferred.

WORKER TRAITS

Aptitudes: Verbal ability required to read and comprehend complex principles of dietetics and to be able to develop and prepare course outlines, conduct class lectures, prepare examinations, and rate student performance.

Interests: A preference for working with people and the communication of ideas to conduct educational program.

A preference for scientific and technical activities to present such subject matter as nutrition, sanitation, and diet therapy.

Temperaments: Leadership required to plan, control, and direct all phases of the educational program relating to dietetics.

Capable of guiding students in their opinions, attitudes, and jugdments in teaching dietetics.

Physical Demands and Working Conditions: Work is light. Intermittent standing, walking, and sitting to conduct classes and observe activities of students.

Talking and hearing essential in lecturing to students and answering questions.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All trainees and dietetic personnel who take part in training activities.

Supervised by: DIRECTOR, FOOD SERVICE.

Promotion from: No formal line of promotion. May be promoted from staff level position.

Promotion to: No formal line of promotion. May be promoted to DIRECTOR, FOOD SERVICE.

PROFESSIONAL AFFILIATIONS

The American Dietetic Association
620 North Michigan Avenue
Chicago, Ill. 60611

DIETITIAN, THERAPEUTIC

assistant director, therapeutic dietetics

JOB DUTIES

Plans and directs preparation of modified diets prescribed by medical staff for patients with therapeutic diet needs:

Reviews medical orders for modified diets required for patients. May interview patients to obtain information regarding food habits and preferences for guidance in planning diets. Advises on types and quantities of foods and methods of preparation for therapeutic diets. May instruct personnel regarding type and quantity of food to be prepared and any special techniques to be employed. May inspect meal assembly so that trays conform to prescribed diet and meet standards and directions as to quality, quantity, temperature, and appearance. May instruct patients and/or their relatives regarding diet therapy to be applied during and subsequent to hospitalization. Initiates referral of specific patients to community agencies for follow-up, with physician's approval.

Is responsible for records and reports concerning technical and administrative operations, such as number of meals served, menus, analyses of modified diets, and food costs.

In smaller hospitals, the duties of this job may be combined with those of DIETITIAN, ADMINISTRATIVE or DIRECTOR, FOOD SERVICE.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Diet manuals, diet lists, diet orders, menus, and related reference and research publications.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's or advanced degree from accredited institution with a major in foods and nutrition.

May have completed an internship in hospital offering dietetic internship approved by The American Dietetic Association or have had equivalent approved experience.

WORKER TRAITS

Aptitudes: Verbal ability required to comprehend dietetic course work, practices, principles, and theories; to communicate effectively with medical personnel and staff; and to explain dietetic restrictions to patients.

Numerical ability required to compute dietetic values of food and to work with dietetic chemical formulas.

Interests: A preference for dealing with people and the communication of ideas, to instruct patients and/or their relatives regarding diet therapy to be followed after hospitalization.

A preference for scientific and technical activities to perform duties requiring a knowledge of chemistry, caloric values, and physical properties of foodstuffs, as well as understanding the medical basis for dietetic restrictions.

Temperaments: Capable of the direction, control, and planning of duties of personnel concerned with meals served in the modified diet unit.

Ability to deal with people to explain dietetic restrictions to patients and the necessity for following such restrictions.

Physical Demands and Working Conditions: Work is light.

Talking and hearing essential to discuss food preparation with cooking personnel and section staff, to explain dietetic restrictions to patients, and to discuss diet plans with supervisor or attending medical personnel.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All employees of therapeutic or modified diet unit.

Supervised by: DIRECTOR, FOOD SERVICE.

Promotion from: No formal line of promotion. May be promoted from a staff level position.

Promotion to: No formal line of promotion. May be promoted to DIRECTOR, FOOD SERVICE.

PROFESSIONAL AFFILIATIONS

The American Dietetic Association
620 North Michigan Avenue
Chicago, Ill. 60611

Executive Chef 313.168
Kitchen Supervisor 310.138

FOOD PRODUCTION SUPERVISOR

chef
chief cook
first cook
head cook

JOB DUTIES

Supervises and coordinates activities of kitchen workers preparing and cooking foods for hospital patients, staff, and visitors:

Plans or participates in planning menus and utilization of foodstuffs and leftovers, taking into consideration number and types of meals to be served, marketing conditions, and recency of menus. Estimates food consumption and requirements to determine type and quantity of meats, vegetables, and other foods to be prepared. Supervises cooking personnel and coordinates their assignments to insure economical and timely food preparation. Reviews menus and determines food quantities, labor, and overhead costs in cooperation with the DIETITIAN, ADMINISTRATIVE. Observes methods of food preparation, cooking, and sizes of portions to insure food is prepared in prescribed manner. Tests cooked foods by tasting and smelling. May develop and standardize recipes.

May inspect trays for attractiveness, palatibility, and temperature of food.

Inspects purchased foods for standards of quality.

May train new food service employees. Keeps records of work assignments and hours worked of personnel under his supervision.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Various types of food preparation equipment, menus, work schedules, and records and reports.

EDUCATION, TRAINING, AND EXPERIENCE

High school education. In addition, may have completed a special 1-year course which includes such subjects as sanitation, hygiene, quantity food preparation, supervisory techniques, estimating requirements, purchasing food, and managing kitchen and storeroom.

WORKER TRAITS

***Aptitudes:* Verbal ability is required to read and comprehend menus**

and to issue clear and concise instructions when supervising kitchen employees.

Numerical ability is required in estimating daily food requirements and in calculating amount of foodstuffs to be purchased to augment existing stocks or for replenishment.

Manual dexterity is required to demonstrate easily and skillfully food preparation and cooking techniques.

Color discrimination is required to recognize freshness from appearance of meats and other foods; also to determine the accepted degree of palatability from color shadings of cooked foodstuffs.

Interests: A preference for managerial activities for the direction and supervision of personnel involved with cooking.

A preference for multiple operations in order to produce satisfactorily finished, palatable meals.

Temperaments: Versatility to adapt to frequent changes in job duties covering a broad range of kitchen occupations, including supervisory responsibility as well as actual preparation and cooking of foods.

A sense of responsibility for the planning and control of an extensive program for feeding a large number of hospital patients, in an expeditious manner, and according to set procedures and stringent sanitation conditions.

Physical Demands and Working Conditions: This work is light.

Stands and walks short distances most of working day.

Stoops, reaches for, and lifts kitchen equipment.

Handles and uses kitchen utensils.

Tastes and smells food to determine its quality and palatability.

Talking and hearing for supervising staff.

Near-visual acuity and color discrimination for examining cooked and stored foods to determine quality.

Works inside. Work area may be warm and humid.

JOB RELATIONSHIPS

Workers supervised: Employees concerned with preparation of food.

Supervised by: DIETITIAN, ADMINISTRATIVE or DIETITIAN, THERAPEUTIC.

Promotion from: COOK or BAKER.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

BAKER

dessert cooker
pastry maker

JOB DUTIES

Prepares and bakes cakes, pies, and other bakery products and desserts for hospital patients, staff, and visitors:

Studies daily requirements and plans production of bakery products and desserts in order to have them freshly prepared when wanted and in specified quantities.

Measures flour, sugar, shortening, and other ingredients to prepare batters, doughs, fillings, and icings, using scale and graduated containers. Dumps ingredients into mixing machine bowl or steam kettle to mix or cook according to specifications; may use prepared dough. Rolls, cuts, and shapes dough to form sweet rolls, piecrust, tarts, cookies, and similar products preparatory to baking. Places dough in pans, molds, or on sheets and bakes in oven. Observes color of products being baked and turns thermostat or other controls to adjust oven temperature. Removes baked products from oven, using a peel (wooden paddle), and allows them to cool. Applies glaze, icing, or other topping to baked goods, using spatula or brush.

May specialize in baking one type of product, such as breads, rolls, pies, or cakes. May decorate cakes. May develop new recipes for cakes and icings. May make puddings, ice cream, and other desserts. May have an assistant or helper.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Various types of institutional baking equipment and machines, work tables, cake-decorating tools, measuring devices, recipes, and kitchen utensils.

EDUCATION, TRAINING, AND EXPERIENCE

Completion of eighth grade. Vocational courses desirable in mixing, cutting, and rolling dough and making batter; use of bakery equipment; baking breads, cakes, and pastries; and icing and filling of baked products.

Experience in an institutional bakery is desirable.

WORKER TRAITS

Aptitudes: Verbal ability to understand oral and written instructions, recipes, and equipment operating manuals and to explain work orders, procedures, and recipes to helpers.

Numerical ability required to compute quantities of ingredients necessary to produce specified amount of baked goods and to convert recipe specifications from one form of measurement to another such as number of tablespoons to number of cups or pounds.

Form perception required to make visual comparisons and discriminations in shaping baked goods and decorating cakes.

Motor coordination required in placing and removing baked goods from oven.

Manual dexterity is required for skill in forming breads, pies, and cakes.

Color discrimination required to ascertain when baked goods are properly baked.

Interests: A preference for work involving things and objects to prepare and bake products.

A preference for duties resulting in satisfaction through tangible and productive means, in the production of finished baked goods.

Temperaments: Ability to judge texture, consistency, odor, and flavor of uncooked and cooked bakery products based on experience in baking.

Accuracy for work that involves precise attainment of set limits and standards in mixing proper ingredients in accordance with recipes.

Physical Demands and Working Conditions: Work is of medium demand. Standing and walking most of work shift.

Lifting and carrying for short distances sacks of ingredients and pans of baked goods weighing up to 25 pounds.

Reaching for and handling bakery supplies and equipment.

Near-visual acuity is needed to read recipes and written instructions.

Works inside. Area may be warm and humid.

JOB RELATIONSHIPS

Workers supervised: Workers assigned to the bakery. May have a helper.
Supervised by: FOOD PRODUCTION SUPERVISOR.
Promotion from: PATIENT FOOD-SERVICE WORKER.
Promotion to: FOOD PRODUCTION SUPERVISOR.

PROFESSIONAL AFFILIATIONS

None.

COOK

JOB DUTIES

Prepares, seasons, and cooks food for hospital patients, employees, and visitors:

Reviews menus and work orders to determine type and quantities of meats, vegetables, soups, salads, and desserts to be prepared. Plans cooking schedule so that foods will be ready at specified times. Confers with FOOD PRODUCTION SUPERVISOR or DIETITIAN regarding modified diet preparation and use of leftovers. Procures foodstuffs from refrigerator, freezer, or other storage areas or requests other workers to perform this task. Trims and cuts meat and fowl, using knives.

Prepares or supervises washing, trimming, cooking, and seasoning of food items. Measures and mixes ingredients according to recipes, using a variety of kitchen utensils and equipment, such as blenders, mixers, grinders, slicers, and tenderizers, to make sauces, soups, stews, casseroles, and desserts. Bakes, roasts, broils, and steams meats, fish, vegetables, and other foods. Observers and tastes food being cooked and adds ingredients or seasonings to improve flavor and texture. Tests food being cooked by tasting, smelling, and piercing with a fork to determine that it is cooked. Adjusts heat controls and timers on stoves, ovens, steam kettles, and grills. Also prepares cold meats, sandwiches, griddle cakes, cooked cereals, and beverages.

Carves portions of meat, fish, and fowl for individual servings and prepares or directs distribution of food to serving units. Apportions servings according to menu combinations or orders for patients.

Inspects foods and meats in storage and directs sanitary maintenance of storage rooms and units, stoves, work tables, and equipment, using knowledge to spot indications of the presence of vermin, insects, and mold, and the appearance of deterioration of foodstuffs. Suggests menu or recipe changes so that foods will be used before spoiling.

May estimate food needs and requisition supplies.

Designation may be according to food items cooked or methods of cooking, such as Cook, Meat; Cook, Pastry; or Cook, Modified Diet. May have an assistant or helper.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Variety of cooking utensils and equipment such as blenders, bowls, grills, grinders, kettles, measuring devices, mixers, ovens, and slicers, as well as recipes.

EDUCATION, TRAINING, AND EXPERIENCE

Must be a high school graduate, although graduation from a formal technical school specializing in hotel or institutional cooking may be substituted if worker has the required experience.

Experience required is 1 to 4 years in hospital, institutional, or restaurant cooking.

WORKER TRAITS

Aptitudes: Verbal ability required to read and understand written instructions, recipes, and labels and to communicate with food service personnel and supervisor.

Finger and manual dexterity and motor coordination are required to manipulate kitchen utensils skillfully.

Form perception and color discrimination are required to detect differences in appearance of food, indicating completion of cooking time, deterioration, or contamination.

Interests: A preference for work involving things and objects to prepare and cook foods.

A preference for duties resulting in satisfaction through tangible and productive means in the production of pleasing and palatable meals.

Temperaments: Versatility to perform a variety of activities involved in the preparation of food.

Accuracy to follow recipes carefully.

Sensory judgments to evaluate palatability of prepared foods.

Physical Demands and Working Conditions: Work is light. Standing and walking most of work day.

Stoops and reaches for, lifts, and carries food and kitchen equipment.

Reaching, handling, and fingering in measuring and mixing ingredients.

Visual acuity for appraising appearance of food.

Works inside. Work area may be warm and humid.

JOB RELATIONSHIPS

Workers supervised: Workers assigned to cooking duties.
Supervised by: FOOD PRODUCTION SUPERVISOR.
Promotion from: PATIENT FOOD-SERVICE WORKER.
Promotion to: FOOD PRODUCTION SUPERVISOR.

PROFESSIONAL AFFILIATIONS

None.

DIETETIC CLERK

storeroom clerk

JOB DUTIES

Performs a variety of clerical duties for the Dietetic Department:

Compiles dietetic information for use by kitchen personnel in preparation of food. Examines diet orders received and tallies portions and kinds of foods for each type of diet (regular or modified). Marks amount of tally on master menu to inform kitchen personnel of food requirements. Processes new diets and changes as required. May enter diet changes in patients' medical records.

Keeps records of, and prepares reports on, perpetual inventory, food purchases, total meals served, food costs, and equipment purchases. May maintain department personnel files on any actions taken.

Keeps kitchen supply room in orderly condition. May inventory supplies and equipment and type requisitions to replenish supplies. Verifies invoices of goods received and reports discrepancies to supervisor.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine, typewriter, records, reports, and menus.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required. Courses in bookkeeping and typing are desirable.

Usually 1 year of experience in clerical work is required. Some employers may accept a substitute of 1 year of business school education for experience.

About 1 month of on-the-job training is provided.

WORKER TRAITS

Aptitudes: Numerical ability required to tally menu orders and to prepare statistical and inventory reports for the department.

Clerical ability required to detect errors on statistical reports, to record totals from menus, and to sort menus by diet types.

Finger and manual dexterity required to operate adding machine and typewriter.

Interests: A preference for routine, organized activities to type menus, to tally food orders, and to prepare statistical reports on the activities of the department.

Temperaments: Adaptable to repetitive or short-cycle operations carried out according to standard procedures, involved in tallying, typing, and statistical reporting.

Physical Demands and Working Conditions: Work is light. Occasional walking about department.

Reaches for, handles, and fingers typewriter, menu cards, and other office supplies.

Near-visual acuity required to type dietary cards, to read and tally information from menus, and to prepare inventories.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: DIETITIAN, ADMINISTRATIVE or DIETITIAN, THERAPEUTIC.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

DINING SERVICE MANAGER

cafeteria food-service supervisor
counter service manager
manager, cafeteria

JOB DUTIES

Supervises and coordinates activities of dietetic personnel who serve meals in a cafeteria, dining room, or coffee shop:

Assigns tasks to employees and arranges work schedules. Sees that service is prompt and courteous, and makes adjustments following complaints.

Directs the setup of tables in the dining room and the preparation and serving of food for regular and special luncheons and dinners. Inspects cafeteria, dining room, coffee shop, and equipment for cleanliness.

Interviews and recommends employment of new workers, assigns them to various duties, and instructs them in work procedures. Maintains record of meals served. Keeps cost records and makes periodic reports of operating expenses. Orders food, supplies, and equipment; assists in menu planning.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Menus, order books, time records, work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation preferred. Some college education is desirable but not essential. Courses in foods and nutrition and personnel management or supervisory training are desirable.

Six months to 1 year of supervisory experience in a hospital department of dietetics, as manager of a cafeteria or dining room of a hotel or restaurant.

One to 3 months' on-the-job training provided to learn policies and procedures of the establishment.

WORKER TRAITS

Aptitudes: Verbal ability is required in supervising and explaining job duties to workrs.

Numerical ability at level of simple arithmetic in order to work out time schedules and prepare inventory control.

Clerical perception for the maintenance of records and reports.

Interests: A preference for contact with people.

Temperaments: Capability to direct, control, and coordinate the activities of dietetic personnel engaged in serving food.

Cooperative, to work with staff, associates, and supervisors in resolving food-service problems.

Physical Demands and Working Conditions: Work is light. Constant walking and standing.

Reaches for and handles dishes, utensils, and other equipment to inspect for cleanliness and to demonstrate work methods.

Talking and hearing to communicate with employees and supervisors.

Visual acuity and color discrimination for judging appearance, condition, and attractiveness of foods and displays.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All workers engaged in serving meals in the cafeteria, dining room, or coffee shop.

Supervised by: FOOD PRODUCTION SUPERVISOR or DIETITIAN, ADMINISTRATIVE.

Promotion from: Qualified worker in the department.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

DINING SERVICE WORKER

cleanup worker
server, cafeteria
server, dining room

JOB DUTIES

Performs a variety of duties, as assigned, in the cafeteria or dining room:

Depending upon the type of food service provided by the hospital, may serve patrons from a cafeteria counter or perform the duties of a waiter. Prepares cafeteria counter, portions food servings, makes sandwiches, removes used dishes, or serves meals at tables. May set up tables for regular or special dinners. May perform cashiering.

Cleans and maintains dining area including counters, tables, and furnishings. Disposes of trash and garbage. May store dining room supplies.

Performs related duties as requested. The job may be titled according to task performed.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Serving utensils and dishes, table supplies, cleaning materials, dishcarts.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to read, speak, write, and follow written and oral instructions.
No prior training or experience is required.
On-the-job training is usually a matter of a few days.

WORKER TRAITS

Aptitudes: Manual dexterity and motor coordination are necessary to serve food, handle dishes, and manipulate cleaning supplies.

Interests: A preference for routine and organized activities to perform regular duties in the dining room.

A preference for contacts with people.

Temperaments: Adaptable to routine work to perform short-cycle repetitive duties under specific instructions.

Physical Demands and Working Conditions: Work is of light to medium demand. Occasionally lifts equipment and supplies weighing up to 50 pounds.

All tasks require walking and standing.
Bends, lifts, carries, pushes, and handles items when performing duties.
Hearing and speaking to converse with patrons and other workers.
Normal vision required.
Works inside.

JOB RELATIONSHIPS

Workers supervised: **None.**

Supervised by: **DINING SERVICE MANAGER.**

Promotion from: **No formal line of promotion. This is an entry job.**

Promotion to: **May be promoted to more responsible dining room or kitchen job for which ability is demonstrated.**

PROFESSIONAL AFFILIATIONS

None.

PATIENT FOOD-SERVICE SUPERVISOR

kitchen steward
patient tray-line supervisor
sanitation supervisor

JOB DUTIES

Trains and supervises personnel who serve trays to patients and maintain cleanliness of food service areas and equipment, and otherwise assists DIETITIAN, THERAPEUTIC, as directed:

Instructs workers in methods of performing duties and assigns and coordinates work of employees to promote efficiency of operations.

Observes filled trays to assure that foods are properly apportioned and attractively garnished and arranged on trays. Directs workers in loading trays on carts or in automatic conveyor units, in dispatching to nursing stations, and in serving food trays to patients.

Interviews and recommends employment of new workers. Visits patients to learn of food preferences. Calculates routine modified diets.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Menus, time records, work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation preferred. Some college education is desirable but not essential. Courses in foods, nutrition, and personnel management, or supervisory training are desirable.

Six months to 1 year of supervisory experience in a hospital food preparation unit.

One to 3 months' on-the-job training is provided to learn policies and procedures of the establishment.

WORKER TRAITS

Aptitudes: Verbal ability is required in supervising and explaining job duties to workers.

Numerical ability at the level of simple arithmetic is required in order to work out time schedules and prepare inventory control.

Clerical perception for the maintenance of records and reports.

Interests: A preference for contact with workers, in preparing and serving meals to patients.

Temperaments: Capability to direct, control, and coordinate the activities of dietetic personnel engaged in preparing and serving food.

Deals with staff, associates, and supervisors in resolving food-service problems.

Physical Demands and Working Conditions: The work is light. Constant walking and standing.

Reaches for and handles dishes, utensils, and other equipment to inspect for cleanliness and to demonstrate work methods.

Talking and hearing to communicate with subordinates and supervisors.

Near-visual acuity and color discrimination for judging appearance, condition, and attractiveness of foods and displays.

Works inside.

JOB RELATIONSHIPS

Workers supervised: PATIENT FOOD-SERVICE WORKERS.

Supervised by: FOOD PRODUCTION SUPERVISOR or DIETITIAN, THERAPEUTIC.

Promotion from: PATIENT FOOD-SERVICE WORKER.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Dietetic Department **Kitchen Helper 318.887**

PATIENT FOOD-SERVICE WORKER

dietetic aide
dish-machine operator
kitchen helper
pot and pan washer
tray assembler
utility man

JOB DUTIES

Performs a variety of kitchen duties as assigned:

May assemble prepared foods for regular or modified diet trays, deliver trays to serving areas or to patients, and return trays to cleanup area. May prepare and serve between-meal nourishment for patients. May work alone or as part of a team on a moving assembly line in the main kitchen.

May tend and load machines that clean food-services items or may handwash items that are not machine washable. Delivers clean dishes and utensils to proper kitchen units. May clean work areas, tables, and cabinets. Performs related tasks as required.

The job may be titled according to task performed.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Various cleaning and kitchen supplies as required by specific tasks performed.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to read, write, and follow oral and written instructions. No prior training or experience is required.

On-the-job training is usually a matter of a few days.

WORKER TRAITS

Aptitudes: Manual dexterity and motor coordination are required to handle dishes and trays rapidly and efficiently and to work with various cleaning supplies.

Interests: A preference for working with things and objects and for performing routine, organized tasks.

Temperaments: Adaptable to work that involves ability to perform short-cycle repetitive duties under specific instructions.

Physical Demands and Working Conditions: Work ranges in demand from medium to heavy. Occasionally lifts equipment and supplies weighing up to 100 pounds.

All tasks require walking and standing.

Bends, lifts, carries, pushes, and handles items when performing duties.

Normal vision required.

Works inside where the area may be warm and humid.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PATIENT FOOD-SERVICE SUPERVISOR.

Promotion from: No formal line of promotion. This is an entry job.

Promotion to: May be promoted to more responsible kitchen job for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

Dietetic Department **Pantryman 317.884**

SALAD AND DESSERT PREPARER

dessert maker
salad maker

JOB DUTIES

Prepares and mixes ingredients for salads, fruit cups, beverages, sandwiches, desserts, and similar cold dishes:

Receives written and oral instructions concerning type and quantity of foods to be prepared and size of portions. Obtains necessary ingredients from storeroom and refrigerator. Washes and cleans fruits and vegetables and peels, dices, shreds, or slices them using kitchen hand utensils. May operate automatic potato and carrot peeling machine. Arranges salad ingredients in an attractive and appetizing manner, and places prepared salads in refrigerator until meal times. Garnishes salads and mixes sauces and dressings to add to salads. Prepares serving of desserts and appetizers by preparing fruit cups, cutting pies into individual portions, and placing other desserts on individual dishes. Washes and cleans bowls, pans, and utensils used.

May prepare sandwiches. May assist in other areas of the kitchen, when needed, such as participating in the patient tray assembly.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Various types of kitchen equipment such as electric food choppers, shredders, mixers, electric grills, and a variety of handtools such as knives and peelers.

EDUCATION, TRAINING, AND EXPERIENCE

Requirements range from speaking, reading, and writing to high school graduation or equivalent.

Most hospitals require some institutional kitchen experience. The amount of training given after hiring will vary from short orientation to several months, depending on the amount and kind of worker's experience.

WORKER TRAITS

Aptitudes: Verbal ability required to understand oral and written instructions.

Motor coordination required to coordinate eyes, hands, and fingers when scraping, paring, and slicing foods, either by hand or with electrical equipment.

Manual and finger dexterity required to handle foods and kitchen utensils precisely and rapidly.

Color discrimination required to detect signs of deterioration in fruits and vegetables.

Interests: A preference for working with things and objects in preparing various foods.

A preference for routine, organized activities, to prepare standardized salads, sandwiches, and desserts.

Temperaments: Adaptability to perform routine, repetitive tasks of preparing and portioning foods under specific instruction.

Physical Demands and Working Conditions: Work is light. Frequently lifts and carries food containers.

Stands and walks short distances most of working day.

Handles utensils, bowls, and foods.

Works inside where the area may be warm and humid.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: FOOD PRODUCTION SUPERVISOR or PATIENT FOOD-SERVICE SUPERVISOR.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

MEDICAL LIBRARY DEPARTMENT

PURPOSE: To make informational literature available to staff and students to assist in education, communication of health knowledge, and the improvement of health practices.

RESPONSIBILITY: To maintain an up-to-date collection of periodicals, textbooks, manuscripts, and audiovisual equipment on medical procedures and research, hospital administration, and national and community health programs. The library acquires, classifies, catalogs, indexes, stores, and disseminates this information.

Modern methods and technology have added new responsibilities to the library such as the maintenance and circulation of records, films, slides, and equipment for ceiling-projected books for the bedridden; microfilming of technical journal reprints and manuscripts; and the use of data processing equipment for organizing, cataloging, classifying, and indexing the wide variety of information acquired by and stored in the library.

This department also performs such services as assisting in the preparation of bibliographies, abstracts, reviews, and excerptions of literature, translations of articles from foreign journals, and binding of books and journals.

AUTHORITY: The Medical Library Department is directed by a MEDICAL LIBRARIAN who reports to the ADMINISTRATOR or to an ASSOCIATE ADMINISTRATOR. Authority for maintaining the library is delegated to the librarian, but a library committee, selected from among members of the medical staff and interested members of the governing authority, should advise on the purchase of textbooks, reference works, monographs, journals, and appropriate equipment. The committee also helps formulate rules and policies affecting the use of the library.

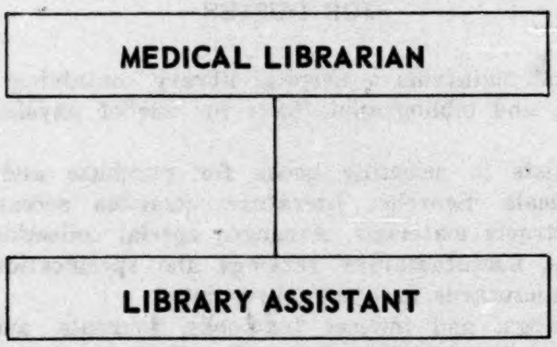
INTERRELATIONSHIPS AND INTRARELATIONSHIPS: The medical library provides reading rooms, a lending service, and an interlibrary loan service to staff members, residents, interns, nurses, technicians, and students.

STANDARDS: Medical library accreditation is established in conformance with the accepted standards of the Joint Commission on Accreditation of Hospitals of the American Hospital Association. These standards include recommendations as to library collections, housing, personnel, extension facilities, and advisory committee.

Physical Facilities and Staffing: The medical library should be housed in, or adjacent to, a conveniently located reading room which is well-equipped and well-lighted. Textbooks and bound journals should be classified and arranged on shelves so as to be easily accessible to members of the hospital staff and to the librarian. Current issues should be placed on open shelves or tables to attract the attention of prospective readers.

In the large hospital, the medical library is under the supervision of a qualified MEDICAL LIBRARIAN. In smaller hospitals, the MEDICAL-RECORD LIBRARIAN may be responsible for activities of the medical library. In many instances, the nurses' and patients' libraries are located separately from the medical library but usually are supervised by the same person.

MEDICAL LIBRARY DEPARTMENT


MEDICAL LIBRARIAN
LIBRARY ASSISTANT

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

MEDICAL LIBRARIAN

JOB DUTIES

Administers and maintains a hospital library containing medical books, reports, journals, and bibliographic tools for use of physicians, staff, and students:

Selects or assists in selecting books for purchase and subscribes to pertinent periodicals. Searches literature, compiles accession lists, and annotates or abstracts materials. Arranges special collections of technical books, periodicals, manufacturers' catalogs and specifications, film strips, motion pictures, microcards, and journal reprints.

Classifies, catalogs, and indexes textbooks, journals, and monographs. Establishes a card file (catalog) for books. Examines all new books and classifies them. Assigns classification numbers to all printed materials in order that material can be located easily. Prints numerals and letters on books according to above system and places books in numerical order on shelves.

Issues books and other materials to readers on request. Checks out materials and keeps pertinent records. Assists readers to find materials by demonstrating use of catalog and by suggesting specific sources of information. Phones or otherwise contacts individuals for overdue books and attempts to prevent materials from remaining outside library for undue lengths of time. Contacts larger libraries for materials requested but not available in hospital's medical library.

Assists members of the staff and students in answering requests for information and in preparing bibliographies, translations, abstracts, and reviews which are used to prepare lectures, articles for medical journals, theses, and classroom lessons. Assists and acts as consultant to instructors, student nurses, and others in using library facilities in conjunction with courses being taught. Instructs new students on how to use the library, its rules, contents, and in particular the use of the catalog in finding materials.

Reviews pertinent books; writes and posts reviews of them.

May be a member of a hospital committee to determine library needs and policies for smooth operation.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, files, forms, and indexes.

EDUCATION, TRAINING, AND EXPERIENCE

Both graduation from a college or university with a B.A., B.S., or B.S.

in L.S. degree *and* graduate work in library science leading to an M.L.S. degree are required.

The Medical Library Association grants certificates for the following types of special training or knowledge:

1. Completion of 5 years of professional experience.
2. Completion of an approved course of instruction: (*a*) Six months' supervised experience in a medical library in addition to (*b*) advanced degree in library science.
3. Completion of examination given at discretion of subcommittee on certification.

WORKER TRAITS

Aptitudes: Verbal ability is required to analyze specialized materials for application to library's purpose, interpret patrons' questions and aid them in research problems, and abstract and translate articles.

Clerical aptitude needed to maintain files and lists and order materials.

Interests: Interest in activities concerned with people and the communication of ideas, utilizing business contacts so as to carry on the various selection, reference, advisory, and administrative aspects of the job.

An interest in organized, concrete activities to handle the many clerical procedures necessary to carry out library routine.

Temperaments: Work is varied, involving many types of duties, often varying greatly in procedures, such as compiling a reading list or abstracting a journal article.

Assumes responsibility for operation of library or section and for organization and collection of materials.

Assists people in using library resources to the fullest.

Physical Demands and Working Conditions: Work is mainly sedentary.

Talking and hearing are required to aid patrons.

Manipulates books and fingers card files and typewriter.

Near-visual acuity is required in checking catalog and files.

Works inside.

JOB RELATIONSHIPS

Workers supervised: LIBRARY ASSISTANT and clerical workers.

Supervised by: ASSOCIATE ADMINISTRATOR.

Promotion from: No formal line of promotion. Employees are usually recruited from outside.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Medical Library Association, Inc.
919 North Michigan Avenue
Chicago, Ill. 60611

American Library Association
50 East Huron Street
Chicago, Ill. 60611

LIBRARY ASSISTANT

JOB DUTIES

Compiles records; sorts and shelves books, reports, and journals; issues and receives medical library materials such as books, films, and recordings:

Records identifying data and due date on cards by hand or by photographic equipment to issue books to hospital staff and students. Inspects returned books for damage, verifies due date, and computes and receives overdue fines. Reviews records to compile list of overdue books and issues overdue notices to borrowers. Sorts books, publications, and other items according to classification code and returns them to shelves, files, or other designated storage area. Locates books and publications for patrons. Issues borrower's identification card according to established procedures. Files cards in catalog drawers according to system used.

Repairs books, using mending tape, paste, and brush. Answers inquiries of routine nature on telephone and in person and refers person requiring professional or technical assistance to MEDICAL LIBRARIAN. May type material and cards or issue cards and duty schedules.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, book mending equipment, files, forms, and indexes.

EDUCATION, TRAINING, AND EXPERIENCE

Some employers require graduation from a college or university with a B.A., B.S., or B.S. in L.S. degree; others require high school graduation with on-the-job training for 6 to 12 months.

All employers prefer 1 to 2 years' library experience.

WORKER TRAITS

Aptitudes: **Verbal ability needed to comprehend instructions and regulations and to apply them to a variety of situations.**

Numerical ability to compute fines and compile circulation statistics.

Clerical perception to recognize pertinent details on cards and books so as to arrange or correct materials and charge out and receive books.

Interests: **Interest in routine, concrete, and organized activities, dealing with things and objects in the performance of clerical activities. Preference for business contacts with library patrons.**

Temperaments: **Work situations are marked by a variety of duties necessitating adjustment to frequent change.**

Deals with people, beyond giving and receiving instructions.

Physical Demands and Working Conditions: Work is light, with standing, stooping, and frequent rising and sitting.

Manual dexterity is required in handling books and cards.

Talking and hearing necessary for dealing with public.

Near-visual acuity required to discern different number series or dates.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MEDICAL LIBRARIAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: With additional academic training and considerable experience may be promoted to MEDICAL LIBRARIAN.

PROFESSIONAL AFFILIATIONS

Medical Library Association, Inc.
919 North Michigan Avenue
Chicago, Ill. 60611

American Library Association
50 East Huron Street
Chicago, Ill. 60611

MEDICAL RECORDS DEPARTMENT

PURPOSE: To provide a central file for medical records which document the course of a patient's illness and treatment during a particular episode as an inpatient or outpatient. As such, it is an important tool in the practice of medicine since it serves as a basis for planning patient care, evaluating care, and providing a means of communication between the physician and other professional groups in contributing to the patient's care. The secondary purpose may be to protect the legal interests of the hospital and the physician and to provide clinical data of interest to researchers and clinical data research systems.

RESPONSIBILITY: To maintain a medical record, which is a complete case history or written report, pertaining to each patient. The record should include identification data, chief complaint, past medical history, family history, history of present illness, results of physical examinations, and provisional diagnosis; consultations and other special reports; clinical laboratory, pathology, and X-ray findings; medical and surgical treatment, physicians' orders, progress notes, final diagnosis, condition on discharge, and followup records; report of autopsy, if performed; and nurses' graphic charts.

The department receives the medical records, performs a quantitative analysis on the content, and refers incomplete records to responsible physician or department head for completion. It also reviews clinical records received from patients transferred from other hospitals and initiates action to obtain missing data.

The department maintains and indexes records in accordance with standards established by the Joint Commission on Accreditation of Hospitals of the American Hospital Association. These include a patients' index, filed alphabetically by patients' names, containing name of patient, attending physician, date of admission, and file number; index of diseases, filed according to the Standard Nomenclature of Diseases and Operations or by another accepted system; index of operations, which permits study of all patients in the hospital for any specific type of operation; physicians' index, containing physician's name, file number of patient, and end results; and an index of end results which can be arranged according to classifications such as elective, emergency, and palliative.

The Medical Records Department provides analysis and technical evaluation of clinical records. Also, it is assigned the function of preparing a daily census as well as monthly and annual statistical reports of services to patients, in order to assist the staff in evaluating and improving professional work of the hospital. The department may make group studies of diseases and collect scientific data from literature for use by the medical staff. In addition, since the medical record has great value in legal defense to both physician and hospital, the librarian is occasionally called to present medical records in court.

Authority: Authority for maintaining complete and accurate records must be delegated to the MEDICAL-RECORD LIBRARIAN, who reports to an ASSOCIATE ADMINISTRATOR.

Interrelationships and Intrarelationships: The Medical Records Department maintains close relationships with the medical staff and staff of the Nursing Service Department. The department also works closely with related health groups, particularly local public health units, by providing statistical information, pertinent records, and reports.

Standards: All records must be completed, assembled, and coded in accordance with standards established by the Joint Commission on Accreditation of Hospitals of the American Hospital Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. Except in emergencies, the history, results of physical examination, laboratory findings, and provisional diagnosis should be recorded prior to an operation. The attending physician is directly responsible for accuracy and completeness of the case record even though he may not have prepared it himself. No case record can be considered complete until it has been reviewed and signed by the attending physician.

The American Association of Medical-Record Librarians and Council of Medical Education and Hospitals of the American Medical Association have adopted a curriculum for training schools and have established a national registry for MEDICAL-RECORD LIBRARIAN.

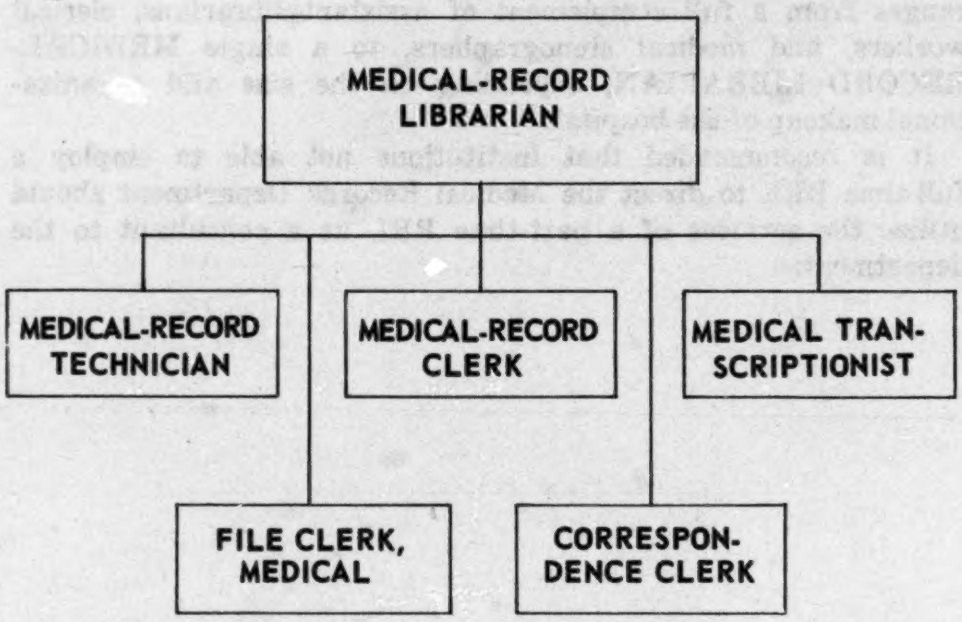
Physical Facilities and Staffing: The Medical Records Department should be easily accessible to the medical staff. Quarters must be large enough to provide work desks for the medical, clinical, and research staffs, equipment for the clerical staff, and ample storage space.

Many hospitals use data processing and computer equipment for storage and retrieval of medical record information. The results of observations and of tests and treatments, full records of each patient's history, and preparation of abstracts are examples of what is being done.

The department should be directed by a MEDICAL-RECORD LIBRARIAN who is registered by the American Association of Medical-Record Librarians and qualified to use the professional designation of Registered Record Librarian (RRL). The staff ranges from a full complement of assistant librarians, clerical workers, and medical stenographers, to a single MEDICAL-RECORD LIBRARIAN, depending on the size and organizational makeup of the hospital.

It is recommended that institutions not able to employ a full-time RRL to direct the Medical Records Department should utilize the services of a part-time RRL as a consultant to the department.

MEDICAL RECORDS DEPARTMENT


MEDICAL-RECORD LIBRARIAN
MEDICAL-RECORD TECHNICIAN
MEDICAL-RECORD CLERK
MEDICAL TRAN-SCRIPTIONIST
FILE CLERK, MEDICAL
CORRESPON-DENCE CLERK

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

Medical Records Department **Medical-Record Librarian 100.388**

MEDICAL-RECORD LIBRARIAN

registered-records librarian

JOB DUTIES

Supervises and coordinates activities of personnel engaged in analyzing, compiling, coding, indexing, and filing permanent medical records of patients; assists medical staff in research; prepares periodic and statistical reports; and provides information to authorized persons:

Reviews records for completeness, accuracy, and conformance to accepted hospital accreditation standards of the Joint Commission on Accreditation of Hospitals of the American Hospital Association.

Brings unusual or interesting material to attention of medical staff, and assists in planning monthly conferences and conducting research studies. Selects and tabulates data from patients' charts as requested, transcribes notes and reports, and searches bibliographies to assist in completion of research project. Provides guidance in preparation of final document according to requirements for conference or publication.

Prepares periodic reports such as morbidity, birth, and death reports; analysis of utilization of hospital beds according to professional services and percentage of beds occupied; outpatient services rendered; and related data. Compiles statistical reports such as analysis of types of surgery performed; types of diseases treated; and types of cases receiving special forms of therapy utilizing knowledge of medical terminology, embracing accepted nomenclature and classification of diseases and operations. Designs work sheets for compilation of data to fit needs of individual hospital.

Answers inquiries regarding information recorded in patients' charts by correspondence or by telephone and represents hospital in court cases involving subpoena of medical or clinical records, utilizing knowledge of principles of medical jurisprudence and laws of State governing use of clinical records in court actions.

Arranges for training of department personnel in indexing and filing, preparation and arrangement of medical information, medical terminology, nomenclature, and classification of diseases. Outlines medical records, methods, and procedures and instructs personnel in medical ethics, hospital organization and management, and policies and practices of the hospital. Suggests improved methods for performing tasks. In a teaching hospital, participates in teaching of interns by giving lectures in nomenclature, classification of diseases, and uses of records.

Performs related duties: Prepares budgets for the department. Designs systems and methods to make data more accessible. Selects office equipment and supplies to be purchased. May serve as librarian for the hospital medical library.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, adding machine, reports, cards.

EDUCATION, TRAINING, AND EXPERIENCE

A 4-year college course leading to a bachelor's degree in Medical Record Library Science or a 2-year (60 semester hours) minimum or undergraduate course in an approved college of liberal arts and sciences *plus* a 1-year approved hospital course in Medical Record Library Science.

Must pass registration examination given by American Association of Medical-Record Librarians to become Registered Record Librarian (RRL).

Short break-in period for qualified worker.

WORKER TRAITS

Aptitudes: Verbal ability is required to comprehend and utilize words effectively when preparing technical reports and abstracts and when communicating with department staff, administrators, and medical and clinical personnel.

Numerical and organizational abilities are required to compile, interpret, and utilize data from medical records files and to prepare budgets.

Interests: A preference for technical and scientific activities, but still enjoying contacts with staff, administrators, physicians, lawyers, and others.

An interest in organized, concrete activities is necessary to carry out records management.

Temperaments: Job is marked by a variety of duties in maintaining complete medical services and systems, training staff, handling correspondence, developing procedures, and designing forms.

Capability for administration of department and supervision of entire department personnel.

Plans and evaluates current status of department and interprets policies.

Physical Demands and Working Conditions: This is light work, with a combination of walking, standing, and sitting.

Moderate use of arms, hands, and fingers.

Near-visual acuity for accurate reading of records.

Talking and hearing when presenting information to staff and other hospital staff, in court appearances, and in personal contacts with lawyers and others.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All personnel assigned to the department.

Supervised by: ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Some hospitals employ several levels of MEDICAL-RECORD LIBRARIANS and promotion is from lower to higher level through addition of administrative and supervisory duties.

PROFESSIONAL AFFILIATIONS

American Association of Medical Record Librarians
211 East Chicago Avenue
Chicago, Ill. 60611
State and local organizations.

CORRESPONDENCE CLERK

JOB DUTIES

Processes requests for the release of information contained in medical records:

Receives requests for information from medical records of patients by mail or telephone from such sources as physicians, patients, lawyers, insurance companies, or health and welfare agencies. Processes requests for delivery of records for use in answering correspondence. Checks for properly executed authorization to release medical information on designated patients. Follows specified procedures for abstracting or copying specified portions of medical records. Compares signatures and types standard letters to requesting parties following established policies and procedures on the release of medical information.

Performs related duties such as answering and routing telephone calls and receiving people requesting information and services in the department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Telephone, typewriter, photocopier.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation required with courses in typing, business English, and office procedures.

One year general office experience and/or experience as Medical Transcriptionist, preferred.

Approximately 3 months' on-the-job training to become familiar with medical record procedures.

WORKER TRAITS

Aptitudes: Verbal ability is needed to prepare letters and understand medical terms.

Motor coordination is needed to operate photocopier and typewriter.

Interests: A preference for organized routine and detailed activities with an interest in assisting people.

Temperaments: Aptitude for work involving repetitive activities, under limited supervision, and following established procedures.

Physical Demands and Working Conditions: This job is sedentary.

Handles and fingers telephone, typewriter, and photocopier.

Hearing and talking required for conversing on telephone and with those requesting information.

Near-visual acuity needed for reading small type.
Works inside.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: MEDICAL-RECORD LIBRARIAN.
Promotion from: MEDICAL-RECORD CLERK; FILE CLERK, MEDICAL RECORDS; or MEDICAL TRANSCRIPTIONIST.
Promotion to: Sectional Supervisor.

PROFESSIONAL AFFILIATIONS

None.

Medical Records Department **File Clerk II 206.388**

FILE CLERK, MEDICAL RECORDS

JOB DUTIES

Files and retrieves medical records and loose reports of hospital and clinic patients; maintains a signout system of records and an updated index file of patients; and services patients' index for identifying patient by record number:

Routinely checks for the existence of any prior medical record of every patient admitted as an inpatient or as an outpatient. Retrieves any prior record for inclusion with current record. May type index card from source reference sheet. Updates patients' index file by filing new cards or recording additional data on existing cards and audits patients' index for any misfiles. Notes on index card when record is pulled and to which medical unit or physician it is being sent. Files cards according to established filing system.

Files medical records by established numbering system and rechecks filing for proper location on filing shelves.

Answers inquiries from hospital departments regarding existence and whereabouts of medical records on specified patients. Repairs or replaces worn or torn folders and may issue file folder on new admissions and dispatches them to patient care areas. Routinely retrieves records of patients scheduled for admission to clinic or hospital.

Follows established procedures for dispatching medical records to other areas of the hospital.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, telephone, card index file.

EDUCATION, TRAINING, AND EXPERIENCE

High school or vocational school graduation with some business training preferred.

Employers will accept applicants without experience.

Up to 1 month's on-the-job training in exact details of medical record procedures is provided.

WORKER TRAITS

Aptitudes: Clerical perception is required to perceive differences in copy, to proofread words and numbers, and to avoid perceptual errors; also for locating names and numbers in index files for retrieving records, and to refile in correct order.

Finger dexterity is needed to move fingers rapidly in checking and filing index cards and pulling and filing records.

Interests: A preference for activities that are organized and routine and carried out in accordance with established procedures.

Temperaments: Job is marked by repetitive operations, under specific instructions, and carried out in accordance with established coding and filing systems.

Physical Demands and Working Conditions: This work is light with walking standing, and sitting. Frequent stooping; limited climbing to file and retrieve records.

Handling, reaching, and fingering involved in processing index cards and record files.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MEDICAL-RECORD LIBRARIAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: If hospital is large enough, to a File Supervisor or to MEDICAL-RECORD CLERK.

PROFESSIONAL AFFILIATIONS

None.

MEDICAL-RECORD CLERK

JOB DUTIES

Assembles, and reviews for completeness, medical records of patients discharged from the hospital, and compiles data from medical records for periodic and statistical reports:

Assembles content of the medical record into established order for permanent filing. Reviews inpatient and emergency room records to insure that required reports and signatures are included in the record. Notes deficiencies to be completed by physician or other professional staff. Insures receipt of all records of patients discharged from hospital, by checking the list of discharged patients. Corrects daily census report if there are errors on the discharge listing. Maintains surveillance of incomplete records and prepares report of delinquent physicians. Maintains followup until records are completed and received.

Compiles periodic and statistical reports from records and other data, such as census reports and discharge service analysis. Maintains a death log.

May assist with coding. Records diagnoses and operations on specified forms for use in completing hospital insurance billing forms. May prepare and process birth certificates.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adding machine and copying equipment.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with commercial course; courses in typing, filing, office methods, and business English.

Related office experience may be substituted for 1 to 2 months' on-the-job training.

Three to 6 months' on-the-job training to become familiar with hospital recordkeeping system and to comprehend pertinent medical terminology.

WORKER TRAITS

Aptitudes: Verbal ability is required to read and understand medical terminology, to read and understand written reports, and to abstract pertinent information from records.

Numerical ability is required to compile, interpret, and utilize statistical data.

Clerical perception is required to spot pertinent detail in material and to avoid errors in computation.

Interests: **A preference for routine, concrete, organized work which is carried out in relation to set processes and techniques.**

Temperaments: **Adapted to the work of sorting, filing, and assembling charts, notes, and orders which is repetitive and short-cycle.**

Disposition to follow established patterns and procedures in assembling, reviewing, and indexing medical records and in compiling statistical reports.

Physical Demands and Working Conditions: **Sedentary work, at desk most of time. Use of hands and arms necessary for frequent reaching, handling, and fingering of reports, files, and index cards, and in limited photostating and typing activities.**

Near-visual acuity is necessary for close work where accuracy is most important.

Works inside.

JOB RELATIONSHIPS

Workers supervised: **None.**

Supervised by: **MEDICAL-RECORD LIBRARIAN.**

Promotion from: **No formal line of promotion. This may be an entry job.**

Promotion to: **No formal line of promotion. If hospital is large enough, may be promoted to a Section Supervisor.**

PROFESSIONAL AFFILIATIONS

None.

MEDICAL-RECORD TECHNICIAN

chart analysis clerk
coding clerk

JOB DUTIES

Prepares statistical reports, codes diseases and operations according to accepted classification, maintains indexes according to established plans and procedures, and takes records to court:

Handles "problem" requests for medical information. Carries out routines of followup systems for patient care. May carry out routines of special projects such as for Cancer Registry. May tabulate simple data from medical records for research or study.

Reviews reports on diseases and surgery performed to assign codes according to International Classification of Diseases and Operations for indexing purposes. Writes assigned codes on face sheet of file and lists case identification data on index card established for the particular disease or surgery to establish proper cross-reference. Types patient's name and other identification data on physician's index card to establish cross-reference between patient files and treating physicians.

May record minutes of medical staff committees.

Represents hospital in court actions where medical records are subpoenaed and testifies with regard to information in records according to hospital policy and State laws governing the release of medical information.

May train and provide orientation for new employees. May supervise filing area and MEDICAL-RECORD CLERK.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, transcribing machine, and record forms.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation plus graduation from an accredited school for Medical-Record Technicians conducted by the hospital (9 months' training course) or successful completion of the correspondence course for medical-record personnel conducted by the American Association of Medical-Record Librarians (approved home study course).

Becomes an accredited Medical-Record Technician following successful completion of accreditation examination.

WORKER TRAITS

Aptitudes: Verbal ability is needed to read and understand written medical reports, to abstract pertinent information from records, and to provide meaningful information by telephone or letter in replying to inquiries.

Numerical and clerical ability is needed to compile, interpret, and utilize data for coding files, making indexes, and drafting statistical reports.

Interests: A preference for scientific and technical activities in reviewing medical reports, coding to classifications, and preparing technical abstracts and reports from files.

Temperaments: Capability to evaluate information in medical reports against verifiable criteria (classifications) in coding, indexing, and abstracting records.

Adaptable to work to set standards in checking records for completeness and accuracy and in coding, indexing, and filing records.

Physical Demands and Working Conditions: This work is sedentary.

Frequent reaching, handling, and fingering of records, index cards, and typing.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise file clerks and MEDICAL-RECORD CLERK.

Supervised by: MEDICAL-RECORD LIBRARIAN.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Some hospitals employ several levels of MEDICAL-RECORD TECHNICIANS and promotion is from lower to higher level through addition of administrative and supervisory duties.

PROFESSIONAL AFFILIATIONS

American Association of Medical Record Librarians
211 East Chicago Avenue
Chicago, Ill. 60611

Medical Records Department **Transcribing-Machine Operator 208.588**

MEDICAL TRANSCRIPTIONIST

JOB DUTIES

Transcribes medical reports on diagnostic workups, therapeutic procedures, and clinical resumés for inclusion in medical records and for transmission to physicians or other medical care facilities, using transcribing machine and typewriter:

Operates transcribing machine through the use of dials and pedals to control quality of voice reproduction and speed of dictation, and uses ear devices to listen. Follows prescribed procedures for the use of various forms with one or more carbon copies in typing particular reports. Follows specified procedures for dispatching finished reports to designated persons for approval and signature of dictator and for dispatching carbon copies to designated persons or offices. Responsible for verifying accuracy of the dictator in identifying the patient by name, hospital number, location in hospital, and any address which may involve the use of patient name files. Makes entries on prescribed control forms in regard to which report was transcribed for a particular patient, dates dictation was received and transcribed, and name of dictator.

Job performance may involve the use of electric or manual typewriters as well as disk, belt, or tape-driven dictating and transcribing equipment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Transcribing equipment (which may be individual machines or remote control consoles), typewriters, dictionaries, and text references.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with business courses that include typing, business English, and office procedures; or completion of an approved vocational training program for medical transcribers.

On-the-job training in medical terminology, anatomy, and use of reference texts.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to comprehend medical terminology and sentence structure to properly transcribe involved messages and technical reports.

Finger dexterity is necessary for rapid and accurate typing.

Interests: A preference for routine, organized activities, in transcribing messages organized and prepared by others.

A preference for activities carried out in relation to machines to reproduce data on a typewriter from a transcribing machine.

Temperaments: Adapted to work that involves repetitive procedures, typing according to definite formats requiring very little independent judgment.

Auditory acuity; must be able to adjust to dictators with unusual accents or speech impediments.

Physical Demands and Working Conditions: This work is sedentary.

Finger dexterity is important for speed and accuracy in typing.

Hearing must be good for accuracy in transcribing.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MEDICAL-RECORD LIBRARIAN or by TRANSCRIBING OPERATOR, HEAD (General Clerical Department).

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to other clerical job for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

NURSING EDUCATION DEPARTMENT*

PURPOSE: To provide professional education for student nurses.

RESPONSIBILITY: To select scholastically, physically, and temperamentally qualified student nurses; to provide education in theory and practice conforming to approved standards; and to graduate students prepared to become registered nurses under the law of the State in which they will practice. Student nurses will then be qualified to give bedside care and deal effectively with emergencies arising from illnesses; observe and interpret physical manifestations of patient's condition as well as social and environmental factors which may hasten or delay recovery; deal effectively with situations peculiar to certain types of illnesses; apply those principles of mental hygiene which allow for psychological factors of illness; take part in promotion of health and prevention of disease; teach measures of conserving and restoring health; and cooperate with patient's family, hospital personnel, and health and social agencies in the interest of patient and community.

The curriculum of the school of nursing should not only fulfill the needs of the student, but should also meet all legal requirements for the practice of nursing in a particular State. The curriculum includes courses in the biological, physical, social, behavorial, medical, and nursing sciences and clinical practice in nursing.

A library is an essential supplement to the educational facilities of the school. A collection of texts, journals, and reference books should be provided.

Student records which show credit hours for academic instruction, clinical experience, grades, and general background information should be kept current. Records of school activities should also be maintained.

AUTHORITY: The Department of Nursing Education should be directed by a DIRECTOR, SCHOOL OF NURSING, who (according to the organization of the institution) may report to the DIRECTOR, Department of Nursing, or to the ADMINISTRATOR. The DIRECTOR, SCHOOL OF NURSING is responsible for the organization and administration of the program and maintenance of high scholastic standards.

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*This department description has been written to cover a school of nursing conducted by a hospital. University schools of nursing are an important part of nursing education but are outside the scope of this document.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Since clinical instruction is a major part of the student's education, close cooperation between the school and the Department of Nursing Service is essential.

The school will maintain an adequate faculty of full-time and part-tme instructors as well as guest lecturers in specialized fields of instruction. This implies cooperative relationships with the medical profession, colleges, universities, and specialists in numerous fields. Members of the medical staff, as well as college and university professors, frequently serve as part-time lecturers. Supervisors of various nursing units, such as medicine, surgery, pediatrics, and obstetrics, may also serve as clinical instructors.

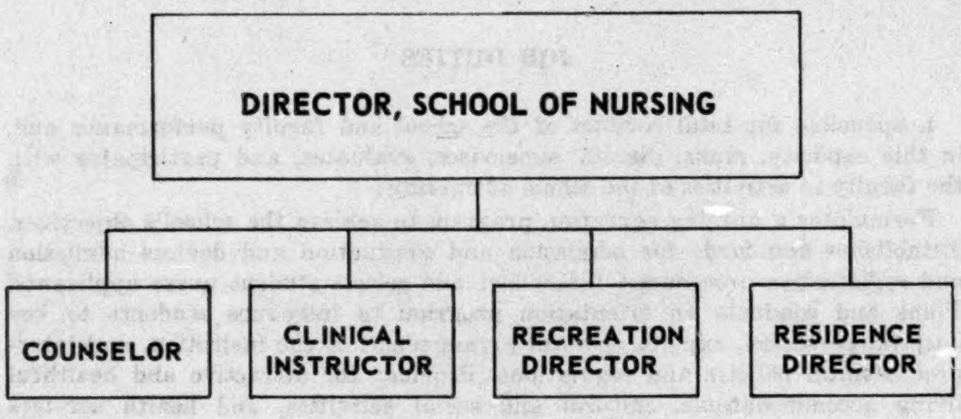
STANDARDS: Minimum requirements for schools of nursing are defined in the various State laws. The National League for Nursing has national standards which it recommends for the operation of a school of nursing. Requirements for admission to the school include at least graduation from high school. Students should have an aptitude for nursing as indicated by a comprehensive testing program developed by the National League for Nursing.

PHYSICAL FACILITIES AND STAFFING: Schools of nursing should provide appropriate educational facilities and, where indicated, suitable living accommodations. Educational facilities include classrooms, conference rooms, library, offices, laboratories with essential equipment, and sufficient clinical facilities to provide the range and variety of experience necessary for instruction of student nurses.

The DIRECTOR, SCHOOL OF NURSING must be a professional nurse and should hold a Master's degree in nursing education. The faculty members reporting to the DIRECTOR, SCHOOL OF NURSING should be qualified by education and demonstrated ability. The faculty of the school is responsible for determining objectives, establishing educational policies, formulating curriculum, and determining other matters affecting education and welfare of students.

In addition to part-time and full-time instructors and lecturers, the school usually employs a RESIDENCE DIRECTOR, RECREATION DIRECTOR, COUNSELOR, and clerical workers.

NURSING EDUCATION DEPARTMENT


DIRECTOR, SCHOOL OF NURSING
COUNSELOR
CLINICAL INSTRUCTOR
RECREATION DIRECTOR
RESIDENCE DIRECTOR

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, SCHOOL OF NURSING

JOB DUTIES

Responsible for total conduct of the school and faculty performance and, in this capacity, plans, directs, supervises, evaluates, and participates with the faculty in activities of the school of nursing:

Formulates a nursing education program to achieve the school's objectives. Establishes standards for admission and graduation and devises admission and registration procedures. Interviews and selects student nurse applicants. Plans and conducts an orientation program to introduce students to key hospital personnel, explain physical arrangement of the insitution, and interpret hospital policies and regulations. Provides for attractive and healthful living accommodations, cultural and social activities, and health services for students.

Plans curriculum content and sequence, prepares schedules, and coordinates clinical and academic instruction and rotation of students through various nursing services. Arranges for lectures and discussions by specialists in technical phases of nursing, and provides for classroom, laboratory, library, and other essential facilities. Negotiates with other institutions for training students in specialties not provided in the home institution. Analyzes, evaluates, revises, and maintains an educational program consistent with current nursing practices and procedures. Holds periodic conferences with instructors and students to interpret objectives and policies of the school, to indicate changes in methods or procedures, and to coordinate all phases of the educational process.

Devises and directs maintenance of a record system indicating credit hours of academic instruction and clinical experience, grades, and general background information for each student. Prepares periodic reports concerning department activities, progress, and achievement of students. Counsels or provides counseling of students regarding professional, personal or educational problems. Advises student council.

Confers with staff members and observes work of student nurses to evaluate instructors' effectiveness and teaching methods. Plans and directs inservice training for faculty. Interviews, appoints, and terminates employment of faculty members and nonprofessional nursing school personnel. Assists in establishment of policies on tenure and remuneration of faculty members, working conditions, and qualifications of instructors. Conducts periodic staff conferences to resolve general faculty problems.

In cooperation with Public Relations Department, plans and organizes recruitment program for qualified students. Assembles and edits materials promoting recruitment for newspapers, other publications, and for radio and TV. Contacts officials of schools, churches, and clubs to enlist support in encouraging potential applicants. Addresses civic, educational, and other public groups to explain the educational program. Contacts alumnae association to enlist cooperation of members and promote the school's interests.

Prepares and administers nursing education budget.

May conduct classes in human relations, professional ethics, or technical phases of nursing training, using lecture and demonstration methods.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

None.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university with a master's degree in nursing education and current licensure by the State Board of Nursing. Experience as an assistant director for a period of time sufficient to demonstrate competence is desirable and often required.

WORKER TRAITS

Aptitudes: Ability to plan an educational program and its related activities, and ability to communicate this information to faculty, students, hospital, and nonhospital personnel.

Numerical ability to deal with a variety of budgeting and statistical relationships involved in directing a nursing school.

Interests: A preference for contacts with people to carry out administrative and supervisory responsibilities, and to participate in a variety of public contact activities.

A preference for people and the communication of ideas to evaluate programs, facilities, and conditions in nursing education program and to plan or recommend changes or extensions to meet current needs.

Temperaments: Aptitude to deal with people and various problems and work situations requiring demonstrably different responses.

Ability to direct, control, or plan activities, such as training programs and conferences, as well as daily work programs.

Forms generalizations or conclusions on basis of measurable or verifiable criteria and sensory or judgmental criteria, such as relationship between existing nursing education program and anticipated community needs.

Physical Demands and Working Conditions: Work is sedentary.

Talking and hearing to address conferences, training sessions, and civic groups and to carry on daily work program.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All personnel in school of nursing.

Supervised by: DIRECTOR, NURSING SERVICE or ADMINISTRATOR.

Promotion from: No formal line of promotion. May be promoted from Assistant Director of Nursing, CLINICAL INSTRUCTOR, or COUNSELOR.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
Association
10 Columbus Circle
New York, N.Y. 10019

State and local nursing organizations.

Nursing Education Department **Nurse, Instructor 075.128**

CLINICAL INSTRUCTOR

JOB DUTIES

Teaches theoretical and clinical aspects of patient care to nursing students in a hospital school of nursing:

Participates with other teaching and administrative staff members in planning and preparing curriculum content and course outline in conformance with objectives of the program and accreditation standards. Develops a teaching schedule integrating educational program with clinical experience. Lectures to students in classroom on medical-surgical, obstetrical, rehabilitation, or operating room subjects and illustrates lectures with motion pictures, slides, and models. Instructs and demonstrates, in clinical units of hospital, the nursing care of patients such as those in surgical medicine, psychiatric, obstetrical, and pediatrics wards. May appoint members of the supervisory nursing staff to lecture and demonstrate their particular specialties.

Assigns and supervises students in giving nursing care to selected patients. Renders individual training assistance wherever needed and observes students' performance in actual nursing situations. Cooperates with related departments and coordinates student nurses' clinical assignments with the nursing service. Conducts clinical conferences with students to discuss assignments and experiences and to evaluate their performance.

Develops study assignments and prepares, administers, and scores examinations to determine students' progress. Maintains various records to indicate amount and type of instruction and progress. Counsels and provides guidance on academic problems. Participates with other faculty members and student committee in planning and coordinating extracurricular affairs such as social, religious, and athletic activities to promote cultural, physical, and personal development of students. May participate in school's program of recruitment. Makes recommendations relative to improved teaching and nursing techniques. Researches technical subjects in professional journals and texts and recommends publications to be added to hospital library or information to be duplicated for appropriate personnel.

Requisitions equipment and facilities required for instruction and maintains inventory of supplies.

INSTRUCTORS usually specialize in a nursing area such as medical-surgical, pediatrics, or psychiatric and spend a major portion of their time in the clinical environment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Textbooks and teaching aids such as movies and charts.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing with current licensure by State Board of Nursing; at least a bachelor's and preferably a master's degree from a recognized college or university, with advanced study in area of specialization.

Sufficient experience to have demonstrated competence in area of specialization.

WORKER TRAITS

Aptitudes: Verbal ability is necessary when presenting lecture materials, and in social and business contact with staff members, students, and parents.

Clerical perception in planning course content and teaching schedule, and in maintaining student records.

Interests: A preference for clinical activities to teach nursing care.

A preference for activities involving people and the communication of ideas to instruct students and deal with fellow staff members.

Temperaments: Aptitude to organize and direct the course content, classroom and clinical instruction, and assignments for class of student nurses.

Ability to deal with people in actual job duties beyond giving and receiving instructions, needed to communicate with students and others.

Ability to make decisions to evaluate students' achievements, potential, and academic and social progress.

Physical Demands and Working Conditions: Work is light. Considerable walking and standing while instructing and observing students.

Reaching, handling, and fingering instruments, supplies, and teaching aids.

Talking and hearing when conducting classes.

Near-visual acuity to demonstrate techniques and keep records.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Student nurses during instruction periods.

Supervised by: DIRECTOR, SCHOOL OF NURSING.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. May be promoted to Assistant Director, School of Nursing.

PROFESSIONAL AFFILIATIONS

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

State and local nursing organizations.

Nursing Education Department **Counselor II 045.108**

COUNSELOR

JOB DUTIES

Provides a guidance program in the school of nursing:

Interviews students to obtain information about their interests, aptitudes, personality characteristics, and achievement levels. Uses other information sources such as personal history forms, cumulative records, and psychological tests. Confers with instructors to obtain information regarding students with special abilities or problems. Compares school grades with results of intelligence and achievement tests to determine those students in particular need of counseling and arranges for interview. Evaluates information obtained and assists students to understand qualifications and personality characteristics in terms of educational and occupational alternatives.

Evaluates student and assists individual to evaluate information about himself in terms of specific problems. Creates climate in which student feels free to express himself and receive help. Administers, scores, and interprets individual intelligence, interest, aptitude, and personality tests to obtain data for diagnostic and remedial work. Performs therapy within limits of interview technique to assist student to make better adjustment. Confers with parents, instructors, and other students regarding problem of individual and recommends specific corrective action. Refers students with severe emotional problems to specialized agencies when need is indicated. Initiates and directs group guidance program to instruct students in mental hygiene; principles of educational, vocational, and personal-social adjustment; and informs them of available guidance services. Advises instructors in methods of dealing with specific problems. May reinterview individual or make necessary referral.

May administer aptitude tests to all students applying for admission and recommend acceptance.

Follows students' progress during training and after placement to study and assist in educational, occupational, and social adjustment and to evaluate and modify counseling techniques. Interviews graduating students to determine need for counseling and student *dropouts* to determine and analyze causes of failure and withdrawal.

Maintains records of all counseling and submits periodic reports on counseling office activities. Prepares and maintains cumulative records. May direct program of extracurricular activities. Acts as consultant to teaching staff and administration on curricular and educational problems.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Records and reports.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree in education, psychology, or personnel administration from a recognized college or university is usually required. Credits should include courses in tests and measurements, the counseling process, understanding the individual, educational and occupational information, research and evaulative procedures, statistics, psychology, economics, and sociology.

At least 1 years' counseling experience, in addition to 6 months' supervised counseling experience, is required. Teaching experience and group work practice are desirable.

WORKER TRAITS

Aptitudes: Verbal ability is required to discuss guidance program with students and faculty and to counsel students concerning their education and occupational program based on evaluation of test and personal interview results.

Numerical ability is required to evaluate individual test results and to prepare statistical reports.

Clerical ability is necessary to organize pertinent details of verbal and written materials.

Interests: A preference for business and personal contacts with students when giving educational counsel.

Temperaments: Ability to communicate with students, to understand and provide for their educational and occupational futures.

Ability to collect, organize, and interpret data from personal interviews, test results, and cumulative reports.

Ability to make decisions that will assist students to view problems objectively, to make intelligent plans, and to evaluate guidance activities to improve quality of service.

Physical Demands and Working Conditions: Work is sedentary.

Reaches for and handles records and reports.

Frequent talking and hearing with students and faculty.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise clerical assistants.

Supervised by: DIRECTOR, SCHOOL OF NURSING.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Personnel and Guidance Association
1605 New Hampshire Avenue, NW.
Washington, D.C. 20009

Nursing Education Department **Group Worker 195.108**

RECREATION DIRECTOR

JOB DUTIES

Supervises and assists in planning and arranging social, cultural, and recreational activities for student nurses:

Meets with student and faculty groups to organize such activities as dances, receptions, and cultural programs. Confers with administrative officials on specific recreational problems. Schedules events so as to avoid interference with academic activities. Contacts entertainers, caterers, decorators, and others to make arrangements for scheduled events. Organizes group performances, such as plays.

Assists in orienting incoming students and interprets hospital and school policies. May provide individual counseling on selection of social activities and proper use of leisure time. Refers individuals to COUNSELOR when needed. Promotes student participation in recreational activites through bulletins and publications. Attends student functions to evaluate their success. May act as chaperone.

This job may be combined with that of COUNSELOR or RESIDENCE DIRECTOR.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

None.

EDUCATION, TRAINING, AND EXPERIENCE

College graduation with major in psychology, sociology, personnel or business administration, social education, or recreatonal leadership is preferable.

Experience in group social or recreational work, guidance, or personnel work is essential.

WORKER TRAITS

Aptitudes: Verbal ability is required to organize effectively; to carry out a recreational program necessitating contacts with administration, faculty, students, and numerous persons outside the hospital environment; and to prepare interesting bulletins.

Interests: A preference for situations involving people and the communication of ideas in providing extracurricular student activities.

Temperaments: Ability to deal with many people of diverse backgrounds in organizing and directing a recreational program.

Ability to exercise considerable initiative and judgment required in planning and arranging recreational events, counseling students on selection of activities and use of leisure time, and promoting student interest and participation.

Physical Demands and Working Conditions: Work is light.

Sits and walks intermittently during the day.

Handling, and hearing for conversations with students, faculty, tradesmen.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Student nurses during recreational activities.

Supervised by: DIRECTOR, SCHOOL OF NURSING.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Nursing Education Department **House Mother 187.138**

RESIDENCE DIRECTOR

JOB DUTIES

Supervises and coordinates activities of a student nurses' residence:

Interviews and counsels students in nursing residence on health, personal, social, housing, and financial problems. Suggests remedial or corrective action and assists students to make better adjustment. Investigates reports of disturbances and misconduct and attempts to resolve causes of conflict. May schedule interviews with all residence students to become acquainted and determine need for guidance. Initiates and conducts group conferences to discuss residence regulations, plan social and recreational activities, and provide group counseling on dress, conduct, mental hygiene, and social activities. Serves as hostess and receptionist for students.

Inspects all areas of residence to determine that it is operating efficiently and meeting sanitary regulations. Plans for upkeep and maintenance of facilities to provide proper conditions for group living and study. Supervises housekeeping personnel assigned to residence.

Maintains records, such as time sheets and inventory records, and submits periodic activity reports. Attends to needs of occupants who are ill.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

None.

EDUCATION, TRAINING, AND EXPERIENCE

Some experience in teaching, counseling, student personnel work, or group activities is preferred. On-the-job orientation to become familiar with school of nursing regulations for housing of student nurses.

WORKER TRAITS

Aptitudes: Verbal ability is necessary in discussing problems with students and in social contacts with students, parents, and hospital staff.

Clerical ability is necessary to plan activities and complete reports.

Interests: A preference for activities concerned with people and communication of ideas to young people on problems of dormitory living.

A preference for working with people for their presumed good when planning social and recreational activities.

Temperaments: Ability to plan and supervise social and day-to-day activities for a group of young people.

Physical Demands and Working Conditions: Work is sedentary.

Talking and hearing are important in conferring with students and concerned staff members.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: DIRECTOR, SCHOOL OF NURSING.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

NURSING SERVICE DEPARTMENT

PURPOSE: To provide safe, efficient, and therapeutically effective nursing care.

RESPONSIBILITY: To care for the patient. The Nursing Service Department carries out its functions according to the philosophy, objectives, and policies of the hospital established by the governing authority. Within this framework the department's functions are:

1. To provide and evaluate nursing service for patients and their families in support of medical care as directed by the medical staff.

2. To define and carry out the philosophy, objectives, policies, and standards for nursing care of patients and related nursing services.

3. To provide and implement a departmental plan of administrative authority which clearly delineates responsibilities and duties of each category of nursing personnel.

4. To coordinate the department's functions with the functions of all other hospital departments and services.

5. To estimate the department's requirements and to recommend policies and procedures to maintain an adequate and competent nursing staff.

6. To provide the means and methods by which the nursing personnel can work with other groups in interpreting the objectives of the hospital and nursing service to the patient and community.

7. To participate in the formulation of personnel policies, interpret established policies, and evaluate their effectiveness.

8. To develop and maintain an effective system of clinical and administrative nursing records and reports.

9. To estimate needs for facilities, supplies, and equipment, and to establish an evaluation and control system.

10. To participate in and adhere to the financial plan of operation of the hospital.

11. To initiate, utilize, and/or participate in studies or research projects for improving patient care and other administrative and hospital services.

12. To provide and execute a program of continuing education for all nursing personnel.

13. To participate in and/or facilitate all educational pro-

grams which include student experiences in the Nursing Service Department.

The special nursing units in the Nursing Service Department usually include medical, surgical, pediatric, obstetric, and psychiatirc. In addition to the overall responsibilities and functions of nursing service, the units also carry more specific responsibilities and functions of patient care, varying with each nursing unit. The establishment and execution of educational programs for staff and student nurses are functions of these special nursing units.

Medical and Surgical: Nursing care is provided in medical and surgical units in accordance with physician's instructions and recognized techniques and procedures. While medical conditions are not easily divided into distinct categories, medical nursing is considered a specialty in that normal and abnormal reactions or symptoms of diagnosed diseases must be recognized and reported. The patient with a stroke or a cardiac condition requires a much different type of nursing from that given the patient with an ulcer or diabetes. Surgical patients also require special preoperative and postoperative care.

Pediatrics: This service embraces the care of children. Care of the newborn is usually in a separate unit located in the obstetric unit. The activities of the pediatric unit require understanding of the unique needs, fears, and behavior of children, which is reflected in the type and degree of nursing care given. Where illnesses require protracted convalescence, educational and occupational therapy become concerns of the nursing service. Relationships with parents pose further important responsibilities.

Obstetrics: Prenatal care, observation, and comfort of patients in labor, delivery room assistance, and care of mother after delivery, as well as nursing care of newborn, are important responsibilities of this unit. Obstetric nurses assist in instructing new mothers in postnatal care and care of the newborn. Care of the newborn, particularly the premature, requires special nursing skills dictated by their unique requirements.

Psychiatric: While most emotionally disturbed patients are treated in specialized hospitals, the general hospital also recognizes a responsibility and provides facilities for the mentally ill. Nursing care of the mentally ill requires a knowledge of their various behavior patterns and how to cope with them. Techniques must be learned for dealing with all types of problem behavior, so that skilled, therapeutic care is given to such patients. Family and community education is also an important function of the psychiatric unit.

Other special units within the Nursing Service Department are Operating Room, Recovery Room, Emergency Room, and an Intensive Care Unit.

Operating Room: This unit has primary responsibility for comforting patients in the O. R.; maintaining aseptic techniques; scheduling all operations in cooperation with surgeons; and determining that adequate personnel, space, and equipment are available. Nursing personnel assist the surgeon during operations and are part of the surgical team. Preparation for operations includes sterilization of instruments and equipment; cleaning up after operations is also part of the unit's responsibility.

Recovery Room: In many hospitals, the Recovery Room unit is an adjunct responsibility of the Operating Room unit. Special nursing attention must be given patients after an operation until they have completely recovered from the effects of anesthesia.

Emergency Room: This unit is responsible for emergency care, and for arrangements to admit the patient to the hospital, if necessary. The unit completes required records; makes reports to police and safety and health agencies; handles matters of payment, and notification of relatives; and refers patients to other services within the hospital or community, as needed.

Intensive Care: Many hospitals have an Intensive Care unit; some hospitals have several. These units usually accommodate a limited number of patients whose conditions are very critical or require specialized care and equipment such as electronic instruments for observation, signaling, recording, and measuring physiological functions. In addition to providing continuous recording of cardiac function, bedside systems may monitor temperature, blood pressure, respiration rate, and other measurements. More nurses are assigned per number of patients and they are continuously in the room or within sight of the patient under care. This makes it possible to give close attention to the critcially ill or postoperative patient requiring intensive care and to concentrate special equipment where it is most likely to be needed. An increasing number of specialized "teams" consists of one or more physicians and other medical specialists, nurses, and ancillary personnel who respond to emergency situations. They are known by the specialized function they perform such as "cardiac team" or "kidney failure team."

AUTHORITY: At the head of the department is a DIRECTOR, NURSING SERVICE, who reports to the ADMINISTRATOR, and as a part of top management, is delegated authority to provide a nursing service in accordance with overall hospital policies. Although professional nursing practices are developed cooperatively with the medical and other professional staffs, the DIRECTOR, NURSING SERVICE retains authority over nursing practice.

The ASSISTANT DIRECTOR, NURSING SERVICE, assists in planning and directing all hospital nursing service activities.

Each of the special units described earlier is usually headed by a nurse supervisor who reports to the ASSISTANT DIRECTOR, NURSING SERVICE. Nurses and ancillary workers assigned to each unit are supervised by the unit supervisor, who is delegated authority for accomplishing the unit's functions.

A single composite job description has been prepared for NURSE, SUPERVISOR, one for NURSE, HEAD, and one for NURSE, STAFF. Nurses within each of these three categories perform essentially the same duties and have the same responsibilities. The variations and additional duties depend upon the specialized nursing unit to which the nurse is assigned or in which she has specialized. Nursing positions have been treated in this manner to eliminate repetition and simplify presentation of the jobs in the Nursing Service Department.

INTERRLATIONSHIPS AND INTRARELATIONSHIPS: The relationships between the Nursing Service Department and other hospital departments are complex and numerous.

Smooth operation of hospital services and patient care and treatment depend upon coordinated activities of all hospital departments. The Nursing Service Department is the hub around which many of the activities of direct patient care are centered. The department should participate in the development of administrative policies and procedures affecting nursing as well as other hospital services. Relationships with other departments such as dietary, housekeeping, laundry, laboratories, and medical records and the importance of each in the care of a patient should be mutually understood and appreciated. A definite program of conferences to work out common problems helps in developing more effective work relationships. Manuals of standard techniques, procedures, and policies to accomplish this objective should be written and periodically reviewed, discussed, and revised.

Nursing personnel have closer contact with patients over longer periods of time than any other group of hospital personnel. The nurses' attitudes are vitally important to the emotional and physical well-being of patients. The nurse-patient relationship cannot be given too much emphasis. The Nursing Service Department plays an important role in the development of good public relations for hospitals.

Standards: Standards for this department have been defined by the American Nurses' Association, National League for Nursing, and the Joint Commission for Accreditation of Hospitals. Registered Nurses must be licensed by their State; most States also require the licensing of practical nursing personnel.

Physical Facilities and Staffing: The physical facilities of the Nursing Service Department will depend upon, among other factors, the size and type of hospital. Certain special facilities have already been mentioned. In addition to patient care facilities, the department will need administrative offices, conference rooms, and dressing rooms for personnel.

Ancillary workers, such as NURSING AIDES, ORDERLIES, clerical workers, and others, assume many of the nonprofessional responsibilities associated with care of the patient.

An inservice training program should be set up for both professional and nonprofessional workers. All members of the Nursing Service Department should be included in order to develop and maintain an esprit de corps, foster new ideas, improve technical and professional skills of the individual, and provide a means of group expression.

Certain special demands on nursing service personnel exist because of their relationship with the patients they care for. They must be able to work with the realization that incompetence and errors may have serious consequences for the patient. Understanding, patience, and tact enhance the emotional well-being of patients. These qualities are needed, also, in dealing with patients' visitors and relatives. Nursing service personnel must be alert in recognizing symptoms and skillful in applying techniques and procedures in which they have been trained, in treating unusual, unfavorable, and often unpleasant conditions. Resourcefulness and the ability to think clearly in emergencies are also needed.

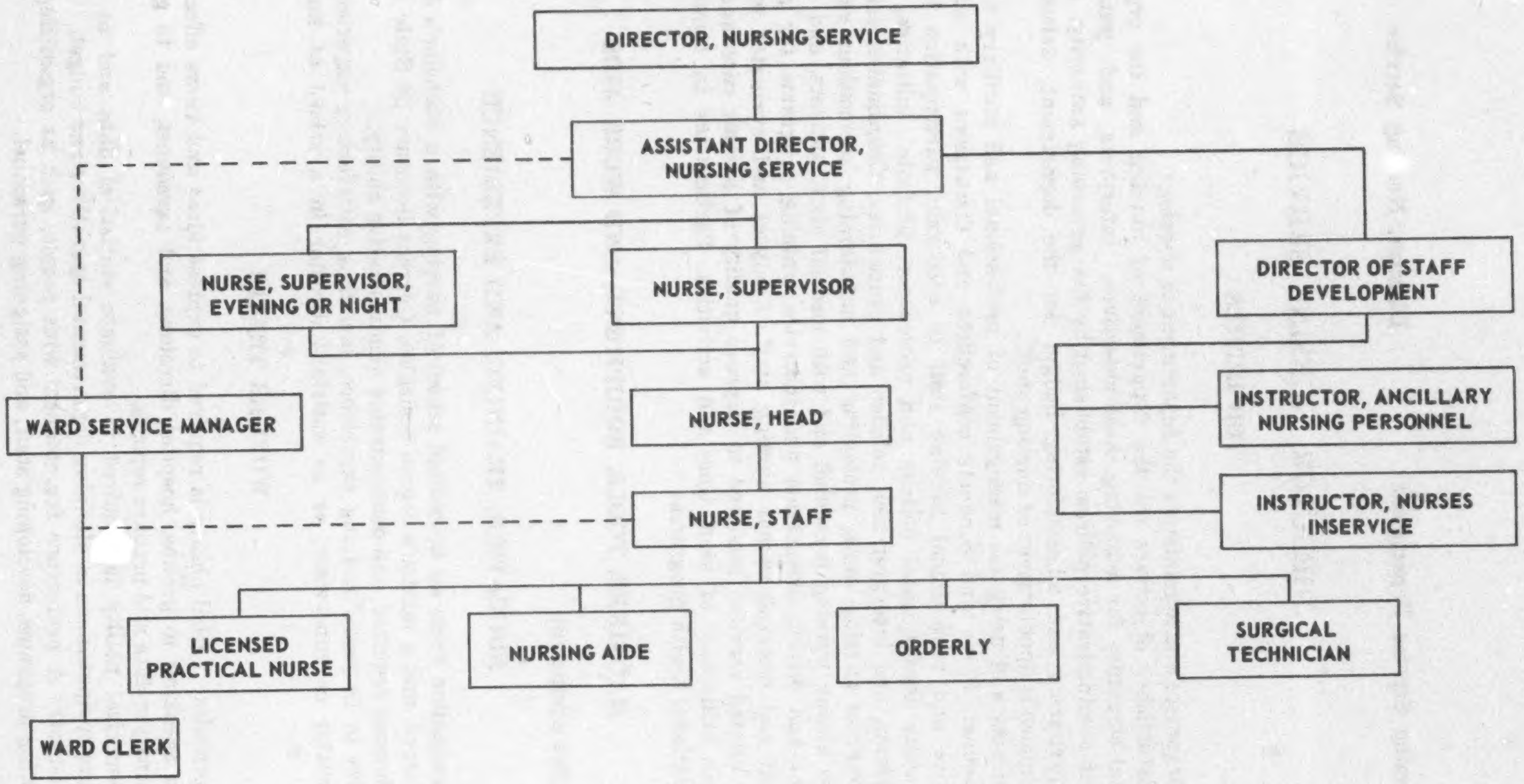
General Working Conditions: Although nursing service personnel may be subject to various physical strains in caring for patients who are wholly or partially unable to move themselves, this hazard, as well as danger to the patient, can be minimized by following proper lifting techniques and using various devices and equipment designed for this purpose.

There is also the possibility of exposure to communicable disease or infections. When these conditions are suspected or become known, special isolation and asepsis procedures are followed to prevent spreading of the condition to self and others.

Some patients undergo radiological treatments which require the presence of nursing personnel or may bear radiological materials as a result of certain treatments. Where the possibility of exposure to dangerous amounts of radioactivity exists, personnel wear film badges which are periodically analyzed, as well as following specified procedures in caring for such patients.

Traditionally, nursing service personnel wear distinctive clothing on duty. In special units, such as operating room, nursery, or in rooms isolated due to presence of communicable disease, special (often sterile) clothing is usually required. Special clothing is worn to prevent the spread of disease or other contamination. In the operating room, clothing is sterile to prevent contamination.

NURSING SERVICE DEPARTMENT


DIRECTOR, NURSING SERVICE
ASSISTANT DIRECTOR, NURSING SERVICE
DIRECTOR OF STAFF DEVELOPMENT
NURSE, SUPERVISOR, EVENING OR NIGHT
NURSE, SUPERVISOR
INSTRUCTOR, ANCILLARY NURSING PERSONNEL
WARD SERVICE MANAGER
NURSE, HEAD
INSTRUCTOR, NURSES INSERVICE
NURSE, STAFF
LICENSED PRACTICAL NURSE
NURSING AIDE
ORDERLY
SURGICAL TECHNICIAN
WARD CLERK

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, NURSING SERVICE

JOB DUTIES

Organizes and administers the department of nursing:

Establishes objectives for the department of nursing and the organizational structure for achieving these objectives. Interprets and puts into effect administrative policies established by the governing authority. Assists in preparing and administering budget for the department. Selects and recommends appointment of nursing staff.

Directs and delegates management of professional and ancillary nursing personnel. Plans and conducts conferences and discussions with administrative and professional nursing staff to encourage participation in formulating departmental policies and procedures, promote initiative, solve problems, and interpret new policies and procedures. Coordinates activities of various nursing units, promoting and maintaining harmonious relationships among nursing personnel and with medical staff, patients, and public. Plans and directs orientation and inservice training programs for professional and nonprofessional nursing staff. Analyzes and evaluates nursing and related services rendered to improve quality of patient care and plan better utilization of staff time and activities. Participates in community educational health programs.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing with a bachelor's degree preferred, and a master's degree desirable. Current licensure by State Board of Nursing required, and demonstrated administrative ability.

Five to 10 years' nursing experience, including satisfactory experience as instructor or supervisor, or as assistant director in a school of nursing.

WORKER TRAITS

Aptitudes: Verbal ability is required to express ideas and views effectively when speaking to groups, hospital directors, and personnel, and to gather and analyze data and prepare reports.

Numerical ability is required to evaluate statistical data and to make various computations in planning departmental operations and budget.

Interests: A preference for contacts with people, such as organizing and planning programs, developing staff, and assigning personnel.

Temperaments: Organizational ability to plan and control the entire activities of the Nursing Service Department and personnel activities.

Ability to relate to people to win their confidence and establish support for programs.

Ability to evaluate reports, programs, and other data against both judgmental and verifiable criteria.

Physical Demands and Working Conditions: Work is sedentary. Occasional walking about office and to and from various hospital areas.

Talking and hearing when supervising and conferring with others.

Works inside.

JOB RELATIONSHIPS

Workers supervised: General supervision of all nursing personnel in the hospital.

Supervised by: ADMINISTRATOR.

Promotion from: ASSISTANT DIRECTOR, NURSING SERVICE.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

American Society for Nursing Service Administrators
840 North Lake Shore Drive
Chicago, Ill. 60611

Nursing Service Department **Director, Nursing Service 075.118**

ASSISTANT DIRECTOR, NURSING SERVICE

JOB DUTIES

Assists in organizing and administering the department of nursing; assumes responsibilities delegated by DIRECTOR, NURSING SERVICE:

Conducts conferences and discussions with personnel to encourage participation in formulating departmental policies, promote initiative, solve problems, and present new policies and procedures.

Analyzes nursing and auxiliary services to improve quality of patient care and to obtain maximum utilization of staff time and abilities. Coordinates activities of the nursing service units to achieve and maintain efficient and competent nursing service and to promote and maintain harmonious relationships among personnel supervised, medical staff, patients, and others. Assists in establishing lines of authority and responsibility, and defining the duties of nursing service personnel, consistent with good administrative techniques, to assure that department objectives are accomplished.

Assists in review and evaluation of budget requests against current and projected needs of nursing service.

Interviews applicants and recommends appointment of staff personnel, outlining their duties, scope of authority, and responsibilities. Participates in establishing and administering orientation and inservice training programs for both professional and nonprofessional personnel. Insures proper and economical use of equipment, supplies, and facilities for maintaining patient care. Maintains personnel and other records, and directs maintenance of patient care records.

Cooperates with medical staff performing research projects or studies as they affect nursing. Works with other agencies and groups in the community to promote the growth and broaden knowledges and skills of professional staff, and improve quality of hospital services.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing with bachelor's degree preferred, and master's degree desirable. Current licensure by State Board of Nursing required, and demonstrated administrative ability.

Experience in a supervisory capacity with demonstrated executive ability and leadership.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand and present oral and written material in communicating with superiors and subordinates.

Numerical ability is required to evaluate statistical data and to make various computations in planning departmental operations and budget.

Clerical ability is necessary to read reports and utilize data accurately for other purposes.

Interests: A preference for contacts with people, implemented in organizing and planning programs and assigning personnel to provide nursing service for patients.

Temperaments: Ability to plan and direct hospital nursing service program, coordinating it with activities of other departments.

Ability to confer and cooperate with other department heads, personnel of outside agencies, and supervisors.

Physical Demands and Working Conditions: Work is sedentary; occasional walking about office and to and from various hospital areas.

Talking and hearing are involved in supervising and conferring with others.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Direct supervision of NURSE, SUPERVISORS and indirect supervision of all professional and ancillary nursing staff in the department.

Supervised by: DIRECTOR, NURSING SERVICE.

Promotion from: May be promoted from a nursing position in which administrative ability has been demonstrated.

Promotion to: DIRECTOR, NURSING SERVICE.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

NURSE, SUPERVISOR

JOB DUTIES

Supervises and coordinates activities of nursing personnel engaged in specific nursing services, such as obstetrics, pediatrics, or surgery, or for two or more patient care units:

Supervises Head Nurses in carrying out their responsibilities in the management of nursing care. Evaluates performance of Head Nurse and nursing care as a whole and suggests modifications. Inspects unit areas to verify that patient needs are met.

Participates in planning work of own units and coordinates activities with other patient care units and with those of related departments.

Consults with NURSE, HEAD, on specific nursing problems and interpretation of hospital policies. Supervises maintenance of personnel and nursing records.

Plans and organizes orientation and inservice training for unit staff members and participates in guidance and educational programs. Interviews prescreened applicants and makes recommendations for employing or for terminating personnel. Assists DIRECTOR, NURSING SERVICE in formulating unit budget. Engages in studies and investigations related to improving nursing care.

NURSE, SUPERVISOR is usually known by name of nursing section to which assigned or in which she has specialized, such as NURSE, SUPERVISOR, MEDICAL AND SURGICAL or NURSE, SUPERVISOR, PEDIATRICS. Specialized duties will be required by the specialized section.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Manuals, patient charts, nursing care plans, records, and work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing. Advanced education desirable. Experience as NURSE, HEAD in which administrative, supervisory, and teaching abilities have been demonstrated.

WORKER TRAITS

***Aptitudes:* Verbal ability is necessary to present information and ideas essential to supervisory duties, to understand advanced nursing theory and practice, and to maintain good working relationships with staff and medical personnel.**

Clerical perception is necessary to prepare records and charts and to organize training programs.

Interests: A preference for contacts with people, as in supervising and instructing nursing personnel.

A preference for scientific and technical activities for understanding and responding to medical problems and concepts.

Temperaments: Ability to plan, supervise, and coordinate activities.

Ability to interpret operating policies and procedures and to review work performance in determining conformance to recognized standards.

Able to make decisions regarding performance methods.

Physical Demands and Working Conditions: Work is of medium demand; walking and standing most of the time on duty.

Frequent reaching, handling, and fingering of instruments, equipment, records, and reports.

Talking and hearing essential to instruct and supervise nursing personnel,

Near-visual acuity required to detect changes in patients' condition.

Color vision for perceiving changes in patients' skin color and colors of medicines and solutions.

Works inside.

JOB RELATIONSHIPS

Workers supervised: NURSES, HEAD directly, and indirectly other professional and nursing personnel.

Supervised by: ASSISTANT DIRECTOR, NURSING SERVICE.

Promotion from: NURSE, HEAD.

Promotion to: ASSISTANT DIRECTOR, NURSING SERVICE.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

NURSE, SUPERVISOR, EVENING OR NIGHT

assistant director of nursing, evening or night

JOB DUTIES

Supervises and coordinates activities of nursing personnel on evening or night tour to maintain continuity for around-the-clock nursing care:

Visits nursing units to oversee nursing care and to ascertain condition of patients. Advises and assists nurses in administering new or unusual treatments. Gives advice for treatments, medications, and narcotics, in accordance with medical staff policies, in absence of physician. Arranges for emergency operations and reallocates personnel during emergencies. Admits or delegates admissions of new patients. Arranges for services of private-duty nurses. Determines necessity of calling physician. May perform some bedside nursing services.

Delegates preparation of reports covering such items as critically ill patients, new admissions, discharges or deaths, emergency situations encountered, and private-duty nurses employed. Informs supervisory personnel on ensuing tour of duty of patients' condition and hospital services rendered during work period.

Interprets hospital policies and regulations to staff members, patients, and visitors, and insures conformance. Evaluates work performance and assists in preparing performance reports for nursing staff. Participates in staff education and conferences for formulating policies and program plans and for integration of various nursing services.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Manuals, patient charts, nursing care plans, records, and work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing. Experience desirable as NURSE, SUPERVISOR, during which executive ability has been demonstrated.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to present information and ideas essential to supervisory duties.

Numerical ability is required to evaluate statistical data and to make various computations in planning operations and budgets for units.

Clerical perception is necessary for the preparation of records and charts.

Interests: A preference for business contacts with people, for supervising and instructing nursing personnel.

A preference for scientific and technical activities, for understanding and responding to medical problems and concepts.

Temperaments: Ability to plan, supervise, and coordinate activities of nursing personnel on night duty.

Ability to interpret operating policies and procedures and to review work performance in determining conformance to recognized standards.

Ability to make decisions regarding work performance of nursing personnel.

Physicial Demands and Working Conditions: Work is of medium demand; walking and standing most of the time on duty.

Frequent reaching, handling, and fingering of instruments, equipment, records, and reports, and in caring for patients' needs.

Talking and hearing essential to instruct and supervise nursing personnel.

Near-visual acuity required to detect changes in patients' condition.

Color vision for perceiving changes in patients' skin color and colors of medicines and solutions.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Professional and ancillary nursing personnel assigned to evening or night service.

Supervised by: DIRECTOR, NURSING SERVICE or ASSISTANT DIRECTOR, NURSING SERVICE.

Promotion from: NURSE, SUPERVISOR.

Promotion to: DIRECTOR, NURSING SERVICE.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

NURSE, HEAD

JOB DUTIES

Directs nursing service activities including the preparation of nursing care plans, and instructs nurses in an organized hospital patient care unit:

Assigns duties to professional and ancillary nursing personnel based on patients' needs, available staff, and unit needs. Supervises and evaluates work performance in terms of patient care, staff relations, and efficiency of service. Provides for nursing care in unit and cooperates with other members of medical care team in coordinating patients' total needs. Identifies and studies nursing service problems and assists in their solution. Observes nursing care and visits patients to insure that nursing care is carried out as directed and treatment is administered in accordance with physicians' instructions and to ascertain need for additional or modified services. Maintains a safe environment for patients. Operates or supervises operation of specialized equipment assigned to unit and provides assistance and guidance to nursing team as required.

Accompanies physician on rounds to answer questions, receive instructions, and note patients' care requirements. Reports to replacement on next tour on condition of patients or of any unusual actions taken. May render professional nursing care and instruct patients and members of their families in techniques and methods of home care after discharge.

Directs preparation and maintenance of patients' clinical records, including nursing and medical treatments and related services provided by NURSE, STAFF. Compiles daily reports on staff hours worked and care and condition of patients. Investigates and adjusts complaints or refers them to supervisor.

Insures established inventory standards for medicines, solutions, supplies, and equipment. Accounts for narcotics. Provides orientation for new personnel to job requirements, equipment, and unit personnel. Instructs unit personnel in new nursing care techniques, procedures, and equipment. Presides over unit personnel meetings to discuss patient care needs. Evaluates individual work performance through observation, spot-checking work completed, and conferences. Promotes individual staff development.

Attends meetings of supervisory and administrative staff to discuss unit operation and staff training needs and to formulate programs to improve these areas. May assist in developing and administering budget for nursing unit to which assigned. Assists with studies related to improvement of nursing care.

NURSE, HEAD is usually known by the nursing unit to which assigned or in which she has specialized, such as NURSE, HEAD, MEDICAL AND SURGICAL or NURSE, HEAD, PEDIATRICS. Specialized duties will be required by the specialized unit.

In smaller hospitals, duties and responsibilities of this job may be combined with those of NURSE, SUPERVISOR.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Medical equipment, patient charts, nursing care plans, records and reports, and work schedules.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing. Advanced preparation in the clinical specialty, ward management, principles of supervision, and teaching is preferred.

Experience as a professional nurse in which potential administrative and supervisory competence has been demonstrated.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to present information and ideas essential to supervisory duties and to understand general nursing theory and practice.

Motor coordination and manual dexterity are required to coordinate hands, eyes, and fingers in administering medications and treatments, using clinical instruments, and handling patients.

Some clerical ability is necessary to prepare and review records and charts.

Interests: A preference for business contacts with people, for supervising and instructing nursing personnel.

A preference for performing services that will benefit and help people.

A preference for scientific and technical activities to understand and work with medical concepts while performing nursing duties.

Temperaments: Ability to direct activities of a single nursing unit.

Capable of dealing with people in actual job duties. Works intimately with patients, family members, and medical staff.

A sense of discipline to work in accordance with accepted nursing and medical standards.

Physical Demands and Working Conditions: Work is of medium demand; walking and standing most of time on duty.

Reaches for, handles, and fingers reports and charts, instruments, and equipment.

Talking and hearing essential in instructing and supervising nursing personnel and in receiving doctors' orders and patients' requests.

Near-visual acuity required to work with charts and records and to observe patients.

Color vision to preceive changes in patients' skin color and colors of medicines and solutions.

Works inside.

JOB RELATIONSHIPS

Workers supervised: NURSES, STAFF and ancillary nursing personnel assigned to the unit.

Supervised by: **NURSE, SUPERVISOR, assigned unit.**
Promotion from: **NURSE, STAFF.**
Promotion to: **NURSE, SUPERVISOR.**

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

Nursing Service Department **Nurse, General Duty 075.378**

NURSE, STAFF

JOB DUTIES

Renders professional nursing care to patients within an assigned unit of a hospital, in support of medical care as directed by medical staff and pursuant to objectives and policies of the hospital:

Performs nursing techniques for the comfort and well-being of the patient. Prepares equipment and assists physician during treatments and examinations of patients. Administers prescribed medications, orally and by injections; provides treatments using therapeutic equipment; observes patients' reactions to medications and treatments; observes progress of intravenous infusions and subcutaneous infiltrations; changes or assists physician in changing dressings and cleaning wounds or incisions; takes temperature, pulse, respiration rate, blood pressure, and heart beat to detect deviations from normal and gage progress of patient, following physician's orders and approved nursing care plan. Observes, records, and reports to supervisor or physician patients' condition and reaction to drugs, treatments, and significant incidents.

Maintains patients' medical records on nursing observations and actions taken such as medications and treatments given, reactions, tests, intake and emission of liquids and solids, temperature, pulse, and respiration rate. Records nursing needs of patients on nursing care plan to assure continuity of care.

Observes emotional stability of patients, expresses interest in their progress, and prepares them for continuing care after discharge. Explains procedures and treatments ordered to gain patients' cooperation and allay apprehension.

Rotates on day, evening, and night tours of duty and may be asked to rotate among various clinical and nursing services of institution. Each service will have specialized duties and NURSE, STAFF may be known by the section to which assigned such as NURSE, STAFF, OBSTETRICS or NURSE, STAFF, PEDIATRICS. May serve as a team leader for a group of personnel rendering nursing care to a number of patients.

Assists in planning, supervising, and instructing LICENSED PRACTICAL NURSES, NURSING AIDES, ORDERLIES, and students. Demonstrates nursing techniques and procedures, and assists nonprofessional nursing care personnel in rendernig nursing care in unit.

May assist with operations and deliveries by preparing rooms; sterilizing instruments, equipment, and supplies; and handing them, in order of use, to surgeon or other medical specialist.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Medical and nursing equipment and supplies.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing.

Orientation training in specific unit only; no experience required beyond that obtained in school of nursing.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand patients' charts, doctors' orders, nursing care plan, and medication orders and to communicate with patients and staff.

Motor coordination and manual dexterity are necessary to coordinate hands, eyes, and fingers in administering medications and treatments, using clinical instruments, and handling patients.

Some clerical perception is required to prepare records and charts.

Interests: A preference for performing services of benefit and help.

A preference for scientific and technical activities, for understanding and responding to medical problems and concepts.

Temperaments: Ability to perform a variety of duties characterized by frequent change as work schedules will change on a daily basis.

Able to work intimately with patients, doctors, nursing staff, and families of patients.

Capable of working to prescribed hospital and nursing standards.

Physical Demands and Working Conditions: Work is of medium demand; walking and standing most of time on duty.

Occasional lifting of patients with assistance.

Frequent reaching, handling, and fingering of instruments and equipment, and caring for patients' needs.

Hearing to distinguish differences in heartbeat and breathing of patient.

Near-visual acuity to read gages and dials on equipment.

Color vision for perceiving changes in patients' skin color and colors of medicines and solutions.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise ancillary nursing personnel of unit.

Supervised by: NURSE, HEAD.

Promotion from: No formal line of promotion.

Promotion to: NURSE, HEAD.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

Nursing Service Department **Director of Staff Development 075.118**

DIRECTOR OF STAFF DEVELOPMENT

inservice-education coordinator

JOB DUTIES

Plans, develops, and directs program of education for all hospital nursing service personnel, and coordinates staff development with nursing service program:

Develops, schedules, and directs orientation program for professional and auxiliary nursing service personnel. Develops instructional materials to assist new personnel in becoming oriented to hospital operational techniques. If not scheduled by Personnel Department, schedules hospital tours and addresses by administrative staff to acquaint new personnel with overall operation and interrelationship of hospital services. Determines effectiveness of orientation materials and procedures through practice sessions. Sets up demonstrations of nursing service equipment to acquaint hospital staff with new equipment and make them more familiar with established equipment.

Plans, coordinates, and conducts regular and special inservice training sessions for hospital nursing staff to acquaint them with new procedures and policies and new trends and developments in patient care techniques; and to provide opportunity for individual members to develop to their full potential.

Keeps current on latest developments by attending professional seminars, institutes, and reading professional journals. Assists Supervisors and Head Nurses in planning and implementing staff development programs in their units. Keeps bulletin boards current by listing information on seminars and institutes and promotes appropriate staff attendance at these professional meetings. Plans training sessions for supervisory staff members.

May participate with committees in writing and maintaining policies and procedures manuals and nursing service forms. Reviews suggestions submitted by nursing service staff for changes or clarification in policies and procedures.

Writes annual reports on activities and prepares plans for future activities. Prepares budget requests.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Nursing supplies and equipment for demonstration purposes, manuals and clerical forms, and audiovisual equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing; graduation from a recognized college or university with specialization in education; bachelor's degree required. Experience as NURSE, HEAD; NURSE, SUPERVISOR; or Nurse, Educator.

WORKER TRAITS

Aptitudes: Verbal ability is necessary in communicating and in compiling written reports; must be able to understand and use medical terminology.

Clerical perception is necessary to organize materials for program and to proofread technical materials.

Interests: A preference for activities dealing with scientific and technical materials.

A preference for activities dealing with the communication of technical ideas and concepts.

Temperaments: Ability to plan and direct a nursing development program.

Capable of dealing with people in actual job duties in developing nursing policies and procedures.

Physical Demands and Working Conditions: Work is sedentary.

Reaching for and handling reports, forms, and equipment.

Talking and hearing while discussing procedures and instructing nursing staff.

Near-visual acuity for demonstrating techniques and reviewing manuals.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Supervises other training personnel in Nursing Service Department.

Supervised by: ASSISTANT DIRECTOR, NURSING SERVICE or Head of Training Department.

Promotion from: NURSE, SUPERVISOR or NURSE, HEAD.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

Nursing Service Department **Nurse, Instructor 075.128**

INSTRUCTOR, ANCILLARY NURSING PERSONNEL

JOB DUTIES

Plans, coordinates, and carries out educational programs (theoretical and practical aspects of nursing) to train ancillary nursing personnel:

Prepares and issues trainee manuals (which describe duties and responsibilities of nursing assistants) to be used as training guides. Familiarizes new employees with physical layout of hospital and hospital policies and procedures, organizational structure, hospital etiquette, and employee benefits. Plans educational program and schedules classes in basic patient care procedures, such as bedmaking, blood-pressure and temperature taking, and feeding of patients. Teaches NURSING AIDES and ORDERLIES nursing procedures by demonstration in classrooms and clinical units and by lectures in classrooms, using such aids as motion pictures, charts, and slides. Observes trainees in practical application of procedures. Secures cooperation of Supervisors and Head Nurses to assist in teaching their specialty; coordinates training with all nursing service units to maintain consistency in practice and establish relationships, to give scope to program, and to point out variations of duties required by different units and on different shifts.

Prepares, administers, and scores examinations to determine trainees' suitability for the job. Makes recommendations to nursing service regarding placement of trainees according to test scores and practical application performance. Evaluates trainees' progress following training period and submits report to nursing service for further processing. Conducts meetings with trainees and with supervisors to discuss problems and ideas for improving nursing service training program.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Teaching aids such as movies and charts, nursing supplies, and equipment for demonstration purposes.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing; advanced training in teaching methods and supervision.

One year's experience as NURSE, HEAD or NURSE, SUPERVISOR.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to present ideas and subject matter to trainees, to express clearly new ideas and techniques, to understand medical terminology, and to prepare manuals.

Some clerical ability is necessary to prepare, administer, and score performance tests, and to prepare course content.

Interests: A preference for scientific and technical materials and a desire to teach these to others.

A preference for people and communication of ideas to instruct trainees and to communicate with fellow staff members.

Temperaments: Ability to organize and direct course content and classroom and clinical instruction for a class of nonprofessional nursing personnel.

Able to deal with people in actual job duties in training new employees.

Equipped to make decisions when evaluating trainees' achievement and potential.

Physical Demands and Working Conditions: Work is light. Considerable walking and standing while instructing and observing students.

Reaching, handling, and fingering instruments, supplies, and teaching aids.

Talking and hearing when conducting classes.

Near-visual acuity to demonstrate techniques and keep records.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Trainees during training period.
Supervised by: DIRECTOR OF STAFF DEVELOPMENT.
Promotion from: NURSE, HEAD or NURSE, SUPERVISOR.
Promotion to: DIRECTOR OF STAFF DEVELOPMENT.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

INSTRUCTOR, NURSES, INSERVICE

JOB DUTIES

Plans, directs, and coordinates inservice orientation and educational program for professional nursing personnel:

Assists DIRECTOR OF STAFF DEVELOPMENT in planning and carrying out program of staff development. Confers with DIRECTOR OF STAFF DEVELOPMENT to schedule training programs for professional nurses already on the staff, according to departmental work requirements. Lectures to nurses and demonstrates improved methods of nursing service. Lectures and demonstrates procedures, using motion pictures, charts, and slides.

Orients new staff members and provides inservice refresher training for professional nurses returning to hospital nursing service.

Instructs volunteer workers in routine procedures such as aseptic practices and blood-pressure and temperature taking.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Teaching aids such as movies and charts, nursing supplies, and equipment for demonstration purposes.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing; advanced training in teaching methods and supervision.

One year's experience as NURSE, HEAD or NURSE, SUPERVISOR.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to present ideas and subject matter to trainees, express clearly new ideas and techniques, and understand medical terminology.

Some clerical ability is necessary to prepare, administer, and score performance tests and to prepare course content.

Interests: A preference for scientific and technical materials and a desire to teach and explain these to others.

A preference for people and communication of ideas to instruct nurses and to communicate with fellow staff members.

Temperaments: Ability to organize and direct course content and classroom and clinical instruction for professional nursing personnel.

Able to deal with people in actual job duties in training nursing personnel.

Ability to make decisions when evaluating nurses' achievements and potentials.

***Physical Demands and Working Conditions*: Work is light. Considerable walking and standing while instructing and observing nurses' performance.**

Reaching, handling, and fingering instruments, supplies, and teaching aids.

Talking and hearing when conducting classes.

Near-visual acuity to demonstrate techniques and keep records.

Works inside.

JOB RELATIONSHIPS

***Workers supervised*: None.**
***Supervised by*: DIRECTOR OF STAFF DEVELOPMENT.**
***Promotion from*: NURSE, HEAD or NURSE, SUPERVISOR.**
***Promotion to*: DIRECTOR OF STAFF DEVELOPMENT.**

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

LICENSED PRACTICAL NURSE

licensed vocational nurse

JOB DUTIES

Performs a wide variety of patient care activities and accommodative services for assigned hospital patients, as directed by the Head Nurse and/or team leader:

Performs assigned nursing procedures for the comfort and well-being of patients such as assisting in admission of new patients, bathing and feeding patients, making beds, helping patients into and out of bed. Takes patients' temperature, blood pressure, pulse, and respiration, and records results on patients' charts. Collects specimens, such as sputum and urine, in containers, labels containers, and sends to laboratory for analysis. Dresses wounds, administers prescribed procedures, such as enemas, douches, alcohol rubs, and massages. Applies compresses, ice bags, and hot water bottles. Observes patients for reaction to drugs, treatment, cyanosis, weak pulse, excessive respiratory rate, or any other unusual conditon, and reports adverse reactions to NURSE, HEAD or NURSE, STAFF. Administers specified medication, and notes time and amount on patients' charts. Assembles and uses such equipment as catheters, tracheotomy tubes, and oxygen supplies. Drapes or gowns patients for various types of examinations. Assists patients to walk about unit as permitted, or transports patient by wheelchair to various departments. Records food and fluid intake and emission. Sterilizes equipment and supplies, using germicides, sterilizer, or autoclave. Answers patients' call signals, and assists NURSE, STAFF or physician in advanced medical treatments. Assists in the care of deceased persons.

May specialize in work of a particular patient care unit and be known by the name of that unit, such as LICENSED PRACTICAL NURSE, RECOVERY ROOM or LICENSED PRACTICAL NURSE, PSYCHIATRICS.

May be required to work rotating shifts.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Nursing supplies and equipment such as blood-pressure device, thermometer, and surgical dressings.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation plus graduation from a recognized 1-year practical nurse program. Must pass State Board of Nursing licensing examination.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand instructions, limited medical terminology, and concepts; to communicate with patients and hospital staff; and to keep accurate records.

Form perception is necessary to observe pertinent detail when reading thermometers and blood-pressure devices and to observe patients' condition.

Manual dexterity is necessary for easy and skillful use of the hands when working with patients or equipment.

Interests: A preference for performing services of benefit and help.

A preference for people and communication of ideas in caring for patients.

Temperaments: Ability to perform a variety of activities characterized by change and short duration in caring for patients.

Adapted to working with ill people who may be difficult in carrying out job duties.

Physical Demands and Working Conditions: Work is of medium demand. Standing and walking most of time on duty.

Occasionally lifts patients with assistance.

Frequent reaching and handling of instruments and equipment when attending to patients' needs.

Fingering when changing dressings and bandages.

Talking and hearing for discussions with patients and supervisors.

Near-visual acuity for accurate reading of gages and thermometers and for recording on patients' charts.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: A member of professional nursing staff, depending upon organization of the hospital and nursing unit to which assigned.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

National Federation of Licensed
Practical Nurses
250 West 57th Street
New York, N.Y. 10019

National Association for Practical
Nurse Education and Service, Inc.
535 Fifth Avenue
New York, N.Y. 10017

Nursing Service Department **Nurse Aid 355.878**

NURSING AIDE

nurse aide
nursing assistant

JOB DUTIES

Performs various patient care activities and related nonprofessional services necessary in caring for the personal needs and comfort of patients:

Answers signal lights and bells to determine patients' needs. Bathes, dresses, and undresses patients and assists with personal hygiene to increase their comfort and well-being. May serve and collect food trays, feed patients requiring help, and provide between-meal nourishment and fresh drinking water, when indicated. Transports patients to treatment units, using wheelchair or wheeled carriage, or assists them to walk. Drapes patients for examinations and treatments; remains with patients, performing such duties as holding instruments and adjusting lights. Takes and records temperatures, pulse, respiration rates, and food intake and output, as directed. May apply ice bags and hot water bottles. Gives alcohol rubs. Reports all unusual conditions or reactions to nurse in charge. May assemble equipment and supplies in preparation for various diagnostic or treatment procedures performed by physicians or nurses.

Tidies patients' rooms and cares for flowers. Changes bed linen, runs errands, directs visitors, and answers telephone. Collects charts, records, and reports, delivers them to authorized personnel. Collects and bags soiled linen and stores clean linen. May clean, sterilize, store, and prepare treatment trays and other supplies used in the unit. May be known by unit or section of hospital to which assigned, such as NURSING AIDE, PSYCHIATRIC or NURSING AIDE, NURSERY, where special duties required by patients are performed.

May be required to work rotating shifts.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Nursing supplies and equipment.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation preferred.

Hospital-conducted on-the-job training programs. To work in some departments, additional training is given.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate with patients and to understand instructions received from nursing staff.

Manual dexterity is required to move and use hands easily and skillfully while aiding patients and giving treatments.

Interests: A preference for performing services of benefit and help.

Temperaments: Able to perform a variety of activities characterized by change and short duration in caring for patients.

Adapted to working with ill people in carrying out job duti

Physical Demands and Working Conditions: Work is of medium demand. Standing and walking most of time on duty.

Lifting and pushing patients, carts, and wheelchairs.

Handling, reaching, and feeling when distributing supplies and equipment and checking patients.

Talking and hearing to converse with patients and staff members.

Near-visual acuity for accurate reading of gages and thermometers and for recordings on patients' charts.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: A member of nursing staff, depending on organization of hospital and unit to which assigned.

Promotion from: This is an entry job in the department of nursing.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

ORDERLY

nursing assistant, male

JOB DUTIES

Assists nursing service personnel by performing a variety of duties for patients (usually male) and certain heavy duties in the care of the physically or mentally ill and the mentally retarded:

Performs same job duties as NURSING AIDE.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Nursing supplies and equipment.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation preferred.

Hospital-conducted on-the-job training programs. For work in some departments, additional training is given.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate with patients and to understand instructions received from nurse.

Manual dexterity is necessary to move hands easily and rapidly when working with small equipment and in aiding patient with personal care.

Interests: A preference for performing services of benefit and help.

A preference for routine and organized activities and working under direct supervision to aid and assist patients.

Temperaments: Ability to perform a variety of repetitive duties involving aid to patients.

Adapted to working with ill people in performing job duties.

Physical Demands and Working Conditions: Work is heavy.

Standing and walking most of time on duty.

Lifting and carrying equipment, supplies, and patients.

Pushing and pulling wheelchairs, wheeled bed, or stretcher.

Reaching, handling, and fingering equipment and supplies when assisting patient.

Talking and hearing for conversing with patients and supervisors.

Works inside. May be member of a team. Care must be exercised when lifting or assisting patients.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: A member of nursing staff, depending on organization of hospital and unit to which assigned.

Promotion from: This is usually an entry job in the department of nursing.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

SURGICAL TECHNICIAN

scrub technician

JOB DUTIES

Performs a variety of duties in an operating room to assist the surgical team:

Assists surgical team during operative procedure. Changes into operative clothing, scrubs hands and arms, puts on sterile gown and gloves. Arranges sterile setup for operation. Passes instruments, sponges, and sutures to surgeon and surgical assistants. Assists circulating nurse to prepare patient for surgery. May assist in positioning patient in prescribed position for type of surgery to be performed. May assist in preparation of operative area of patient. May assist the ANESTHESIOLOGIST during administration of anesthetic. Adjusts lights and other equipment as directed. Assists other team members, upon completion of surgery, in moving patient onto wheeled stretcher for delivery to the recovery room. Assists in cleanup of operating theater following operation including disposal of used linen, gloves, instruments, utensils, equipment, and waste.

May count sponges, needles, and instruments used during operation. May prepare operative specimens, place in preservative solution, and deliver to laboratory for analysis. May record data on patients' record data sheets.

May be required to work rotating shifts.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Instruments and operating room equipment.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent. Some employers prefer graduation from a recognized 1-year practical nurse program.

Hospital-conducted on-the-job training in operating room techniques.

WORKER TRAITS

Aptitudes: Verbal ability is required to use and understand medical terminology to fulfill quickly and accurately surgeon's and nurse's instructions.

Motor coordination is required for rapid and accurate movements of body and hands in response to visual and audio stimuli.

Interests: A preference for performing services of benefit and help.

A preference for working with scientific objects used to aid people.

Temperaments: Ability to perform a variety of duties in the operating room under supervision.

Capable of attaining set standards of asepsis and antisepsis techniques.

Physical Demands and Working Conditions: Work is of medium demand. Standing and walking during tour of duty.

Assists in lifting patients onto operating table and carrying instruments and supplies.

Reaching, handling, and fingering instruments during surgery and in sterilizing equipment.

Hearing to understand verbal instructions.

Near-visual acuity to distinguish between different instruments.

Works inside. While certain anesthetics are explosive, they are not critical because of safety measures taken.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: NURSE, STAFF.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

WARD CLERK

floor clerk
nursing station assistant

JOB DUTIES

Performs general clerical duties by preparing, compiling, and maintaining records in a hospital nursing unit:

Records name of patient, address, and name of attending physician on medical record forms. Copies information, such as patients' temperature, pulse rate, and blood pressure, from nurses' records. Writes requisitions for laboratory tests and procedures such as basal metabolism, X-ray, EKG, blood examinations, and urinalysis. Under supervision, plots temperature, pulse rate, and other data on appropriate graph charts. Copies and computes other data, as directed, and enters on patients' charts. May record diet instructions. Keeps file of medical records on patients in unit. Routes charts when patients are transferred or dismissed, following specified procedures. May compile census of patients.

Keeps record of absences and hours worked by unit personnel. Types various records, schedules, and reports and delivers them to appropriate office. May maintain records of special monetary charges to patient and forward them to the business office. May verify stock supplies on unit and prepare requisitions to maintain established inventories. Dispatches messages to other departments or to persons in other departments and makes appointments for patients' services in other departments as requested by nursing staff. Makes posthospitalization appointments with patients' physicians. Delivers mail, newspapers, and flowers to patients.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office supplies and equipment.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent, including courses in English, typing, spelling, and arithmetic, or high school graduation supplemented by commercial school course in subjects indicated.

No previous experience is required.

On-the-job training in practices and procedures of the hospital and certain medical terminology.

WORKER TRAITS

Aptitudes: Verbal ability is necessary for understanding procedure routines and instructions.

Numerical ability is needed to make accurate computations of patients' and other data.

Clerical perception is necessary to perceive and maintain detail in entering data on patients' charts and to avoid errors in arithmetic.

Interests: A preference for established routine in keeping patients' charts, preparing schedules, and verifying supplies.

Temperaments: Ability to carry out repetitive operations, under specific instructions and in accordance with established procedures.

Physical Demands and Working Conditions: Work is sedentary. Occasionally walks about ward and to and from other departments.

Reaching for and handling charts, reports, and other office supplies.

Talking and hearing when receiving instructions and conversing on telephone.

Near-visual acuity to record information accurately.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: WARD SERVICE MANAGER or nurse in charge of unit or ward in which work is performed.

Promotion from: This is usually an entry job.

Promotion to: No formal line of promotion. May be promoted to higher grade clerical job for which ability is demonstrated.

PROFESSIONAL AFFILIATIONS

None.

WARD SERVICE MANAGER

unit manager
ward supervisor

JOB DUTIES

Supervises and coordinates administrative management functions for one or more patient care units:

Supervises clerical staff and assures accomplishment of administrative functions on a 24-hour basis by scheduling working hours and arranging for coverage of nursing care unit by nonnursing personnel. Performs personnel-management tasks by orienting and training new personnel. Evaluates performance of assigned workers by checking for quality and quantity.

Inventories and stores patients' personal effects either within the unit or in the hospital vault.

Establishes and maintains an adequate inventory of drugs and supplies for the unit.

Coordinates with other departments such as housekeeping and maintenance to maintain a unit that is hygenically safe and functional. Checks for cleanliness of the units and reports discrepancies to the appropriate supervisor. Performs daily maintenance inspection, and through proper channels initiates minor facility improvement projects.

Maintains close contact with medical and surgical reservations in regard to admissions, transfers, discharges, and other services. Serves as liaison between the specific patient care unit and other departments. Reviews special tests at the end of shift.

Insures that the medical record is completed in accordance with the standards of the Joint Commission on Accreditation of Hospitals. Insures hopsital compliance with Medicare requirements insofar as certification and related administrative matters are concerned. Checks charts of patients scheduled for surgery or other special procedures to verify completeness of orders of consents, preparation orders, and lab results, and for necessary signatures.

Greets, directs, and gives nonprofessional factual information to patients, visitors, and personnel from other departments.

Participates in projects, surveys, and other information-gathering activities approved by hospital management.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Nursing Service supplies, medications, and records.

EDUCATION, TRAINING, AND EXPERIENCE

One year of college or equivalent.

A minimum of 1 year's supervisory experience.

On-the-job training in coordinating nonnursing services for the assigned nursing units.

WORKER TRAITS

Aptitudes: Verbal ability is required to schedule, assign, and supervise workers and to communicate with personnel from other departments.

Numerical ability is required to verify quantities of incoming items and prepare reports of stock on hand.

Interests: A preference for activities involving contact with subordinates and other hospital employees.

Temperaments: Ability to perform a wide variety of duties when supervising the nonnursing personnel of the units.

Able to plan, control, and direct the work activities of the nonnursing personnel of one or more nursing units.

Capable of dealing with subordinates, department heads, and nursing personnel.

Physical Demands and Working Conditions: Work is light. Lifts and carries supplies weighing from 5 to 10 pounds.

Reaches for and handles supplies, records, and equipment.

Talking and hearing for communicating with other personnel of the department and other departments.

Near-visual acuity for reading reports and records.

Works inside.

JOB RELATIONSHIPS

Workers supervised: WARD CLERK and other nonnursing personnel assigned to the unit.

Supervised by: ASSISTANT DIRECTOR, NURSING SERVICE or ADMINISTRATOR.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

OUTPATIENT DEPARTMENT

PURPOSE: To provide facilities for ambulatory patients living outside the hospital who need diagnostic, curative, preventive, and rehabilitative services; contribute to preventive health care in the community; and serve in a training capacity for interns and residents.

RESPONSIBILITY: To provide medical diagnosis and treatment in medical and surgical cases as well as in many diagnostic specialties for ambulatory patients. To fulfill its responsibilities, the department must have admitting facilities, administrative organization, social services, medical staff, and diagnostic services such as laboratory, X-ray, electrocardiography, and electroencephalography. In addition the Outpatient Department contributes uniquely to control of disease by providing treatment while the patient is still ambulant and the disease is in an early and more readily curable or rehabilitative stage. Most of the functions performed for inpatients are duplicated in the Outpatient Department. Many patients are referred to the Social Service Department upon application for admission in order to determine their financial status and eligibility for admission. Some patients now making use of these facilities might have been bed patients under conditions in the past; others might have gone to a private physician. The department bears a major responsibility for instructing its patients in disease prevention and in guidance during convalescence, if rehabilitation is to be assured. Accurate and complete medical records must be maintained covering all social and medical data bearing on each case. Such records are necessary for group studies, medical research, and accounting purposes.

AUTHORITY: This department is headed by the DIRECTOR, OUTPATIENT SERVICES, who reports to an ASSOCIATE ADMINISTRATOR or to the ADMINISTRATOR for administrative responsibilities and to the chief of the medical service for professional activities and has full authority for coordinating outpatient activities and personnel with inpatient services. In smaller hospitals, direction of the Outpatient Department may be assumed by the ADMINISTRATOR.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Coordination of the many administrative and diagnostic functions of the Outpatient Clinic with those of other departments is imperative possibly more so than with any other department of the hospital. Unless the department serves a great many patients with a great variety of services requiring on-the-premises diagnostic and treatment facilities, the regular facilities and services of the hospital will be used by this department. Personnel from diagnostic and adjunct services, such as laboratory, pharmacy, dental, and technical services, may be assigned to the Outpatient Department for specified periods. Although their work will be supervised by their respective department heads, close working relationships between heads of departments and the DIRECTOR, OUTPATIENT SERVICES are imperative.

Departments such as laundry, housekeeping, engineering and maintenance, business, and social service are included in services rendered to the Outpatient Department.

Physicians staffing the Outpatient Department are members of the regular medical staff of the hospital. This staff holds periodic conferences to review and analyze clinical work and present selected cases at hospital general clinical conferences.

In hospitals having schools of nursing, students are assigned to the Outpatient Department as part of their training. Interns and residents also receive training in this department. The medical records of outpatients should be the same as those for inpatients and should follow patients from one place to another. This involves a system for procuring and returning all outpatient records to the Medical Records Department.

Instructions on health matters may be carried on in cooperation with community organizations, and the department should participate with local agencies regarding health education, hygience, preventive medicine, contagious and venereal diseases, and similar subjects.

STANDARDS: The American College of Surgeons has formulated minimum standards for the Outpatient Department. These include recommendations as to organization, administration, facilities, personnel, medical staff, conferences, records, correlation with other hospital services, and number of patients that can be accommodated by staff on duty and by available space and equipment.

PHYSICAL FACILITIES AND STAFFING: The Outpatient Department should be located in the hospital, or in close prosimity, to provide easy access to diagnostic facilities. Often the location is near emergency room facilities. A waiting room, admitting office, dressing rooms for personnel and patients, and a clinical section are required by the department as well as easy access to parking and local transportation. Nursing personnel, social workers, administrative, and clerical personnel staff the department under the direction of the DIRECTOR, OUTPATIENT SERVICES. Included in this department are the AMBULANCE DRIVER and AMBULANCE ATTENDANT. The staff may be assigned on a full-time or part-time basis according to the number of patient visits. Volunteers may perform many clerical duties. Outpatient physicians must meet the same standards applicable to other members of the medical staff.

OUTPATIENT DEPARTMENT*

DIRECTOR, OUTPATIENT SERVICES
AMBULANCE ATTENDANT
AMBULANCE DRIVER
CLINIC COORDINATOR

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*The organization of the Outpatient Department parallels that of a hospital as a whole and frequently draws upon the inpatient service for facilities, equipment, and personnel. For these reasons, an organization chart has not been included.

DIRECTOR, OUTPATIENT SERVICES

JOB DUTIES

Supervises and directs activities of an outpatient clinic and coordinates clinic activities with inpatient facilities to insure adequate and competent outpatient care:

Establishes clinic policies and procedures in cooperation with inpatient department heads and administrative personnel. Interprets and administers personnel policies established by Board of Governors according to national standards. Reviews clinic activities and makes recommendations for changes in, or better utilization of, facilities, services, and staff. Plans clinic sessions and supervises staff and patient scheduling to meet community needs. Selects personnel, and supervises clerical, medical, nutritional, nursing, medical-social, and medical records personnel. Authorizes purchase of supplies and equipment. Prepares department's budget. Prepares statistical data concerning department activities.

Participates in community activities designed to promote health education. Meets with personnel of other local institutions and organizations (such as public health and public welfare) to establish policies and services for community health problems.

May administer physical examinations and diagnose and treat ambulatory patients having illnesses which respond quickly to treatment. Refers patients requiring prolonged or specialized treatment to other facilities. May act as consultant to clinic physicians and interns on difficult cases.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Administrative duties would not require the use of any special machines, tools, equipment, or work aids. However, for performance of any diagnostic services or treatment of patients, those required for the specific procedure will be used.

EDUCATION, TRAINING, AND EXPERIENCE

Where a physician is required as head of the clinic, he must have an unrestricted State license to practice medicine or osteopathy.

Five to 10 years' hospital supervisory experience may be required, depending upon administrative policies.

WORKER TRAITS

***Aptitudes*: Verbal ability is required to express ideas and views effectively when speaking to groups, hospital personnel, and staff.**

Numerical ability is required to prepare budget estimates and statistical reports of departmental activities.

Interests: A preference for business contacts with people in coordinating outpatient services with other departments for the best patient care service.

A preference for communicating ideas in emphasizing the objectives of the outpatient program.

Temperaments: Ability to plan and control all activities of the Outpatient Department.

Adept at dealing with people in planning and coordinating work programs and in making recommendations based on measurable and verifiable criteria.

Physical Demands and Working Conditions: Work is sedentary. Sits and walks throughout the working day. Talking and hearing to converse with individual members of hospital staff and to address various groups.

Handles office equipment and supplies.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All personnel assigned to the clinic.

Supervised by: ASSOCIATE ADMINISTRATOR or ADMINISTRATOR.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

AMBULANCE ATTENDANT

JOB DUTIES

Accompanies and assists AMBULANCE DRIVER in lifting patient into and out of ambulance, wheelchair, or stretcher and renders first aid in emergencies:

Administers first aid such as bandaging, splinting, and administering oxygen to patients at home or during trip in ambulance. Covers patients with blankets and exercises care in moving patients so as not to aggravate injury or disease. Lifts patients into ambulance, using wheelchair or stretcher with aid of AMBULANCE DRIVER.

Assists AMBULANCE DRIVER in maintaining ambulance in efficient operating condition by helping with minor mechanical repairs and adjustments. Replaces linen on stretcher and collects clean bedding for each trip.

May be required to have Red Cross first aid training certificate.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

First aid kit, oxygen tanks, stretch, splints.

EDUCATION, TRAINING, AND EXPERIENCE

Grammar school education with courses in first aid.

On-the-job training in methods and procedures.

WORKER TRAITS

Aptitudes: Motor coordination is required to coordinate eyes, hands, and fingers when administering first aid to patients, carrying patient to ambulance, and maneuvering stretcher in and out of ambulance.

Spatial perception is required when maneuvering stretcher in narrow hallways and tight places.

Interests: A preference for routine, concrete, organized activities in order to assist patients.

Temperaments: Ability to perform a variety of duties in all kinds of situations which change with each ambulance call.

Ability to communicate with people calmly and efficiently.

Capable of making judgments about proper use of first aid.

Physical Demands and Working Conditions: Work is heavy. Lifts stretcher with aid of AMBULANCE DRIVER to carry patient in and out of buildings and ambulance.

Climbing and balancing when getting in and out of ambulance.

Reaching, handling, and fingering when administering first aid.

Spatial perception when placing patient in ambulance.

Works inside and outside, exposed to weather and traffic hazards. Possibility of injury from muscle strains or falls.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: DIRECTOR, OUTPATIENT SERVICES.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May rotate with AMBULANCE DRIVER.

PROFESSIONAL AFFILIATIONS

None.

AMBULANCE DRIVER

JOB DUTIES

Drives ambulance to transport sick, injured, or convalescent persons to and from hospital:

Assisted by AMBULANCE ATTENDANT, carries or assists patients into and out of ambulance, using stretcher or wheelchair. Covers patients with blankets and exercises care in moving patients in order not to aggravate injury or disease. Administers first aid such as bandaging, splinting, and giving oxygen.

Maintains ambulance in efficient operating condition, making minor mechanical repairs and adjustments. Checks gas, oil, water, and tire pressures after each trip. Mops and cleans inside of ambulance to keep it neat and orderly.

Prepares reports indicating departures, destinations, and arrivals on calls.

Uses knowledge and skill in driving to avoid sudden motions that are detrimental to patients.

May be required to have Red Cross first aid training certificate.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Ambulance, stretch, first aid kit, and mechanic's basic tools.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is preferred with courses in first aid and auto mechanics.

One year's driving experience.

On-the-job training in methods and procedures of ambulance driving.

May be required by the State to have a chauffeur's license.

WORKER TRAITS

***Aptitudes*: Spatial perception is required in judging distance while driving.**

Motor, eye, hand, and foot coordination are required in driving.

Manual dexterity is required to lift or assist patients in and out of ambulance.

Color discrimination is required to recognize traffic signals.

***Interests*: A preference for dealing with things and objects in order to drive and handle stretchers and other equipment.**

A preference for routine, concrete, organized activities to drive and assist patients.

Temperaments: Ability to communicate with people and deal with emergency situations carefully, calmly, and efficiently.

Adaptable to working as part of a team.

Physical Demands and Working Conditions: Work is heavy. Lifts stretcher with the aid of AMBULANCE ATTENDANT and carries patients in and out of buildings and ambulance.

Reaching, handling, and fingering when administering first aid when driving.

Near- and far-visual acuity, depth perception, and field of vision when driving.

Works inside and outside. Exposure to traffic hazards and muscle strains when lifting heavy stretchers.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: DIRECTOR, OUTPATIENT SERVICES.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

CLINIC COORDINATOR

JOB DUTIES

Acts as liaison between the clinic patient and the medical, nursing, clerical, and social service staffs; coordinates the clerical functions between these staffs:

Sets up and opens the clinic by obtaining appointment books and requisitioning patients' records. Greets patients upon arrival, checks appointment sheets against patients' cards, and makes sure that the patients' records are on hand and available to the physician. Assigns patients to doctors in accordance with regulations of specific clinics. Has responsibility for making patients' appointment and reappointments. Reviews medical records, recommendations, and referrals for each patient. Relays a variety of informtion to the patient regarding preparation for various types of examinations and location of laboratory, pharmacy, and other treatment areas.

Makes minor entries in patients' records and fills out forms for treatments, tests, diets, and various other forms that may be used in specific clinics. Checks accuracy of work of volunteers. Assists and guides volunteers in their duties.

Checks doctors' time sheets; computes and compiles statistics for clinic attendance; and tallies the number of patients seen by each doctor.

Attends meetings of coordinator groups and social service committees to discuss mutual problems, review old procedures, and implement new procedures.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Records, appointment books, and office supplies.

EDUCATION, TRAINING, AND EXPERIENCE

Two years' of college, supplemented by courses in psychology, social science, and general science, are desirable.

Some experience in dealing with the general public, in either a hospital or office situation.

On-the-job training in coordination of services rendered by the clinic.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate clearly and concisely, both orally and in writing, with patients and clinic staff. Must understand clinic procedures and routines and have some understanding of medical terminology.

Clerical ability is required to organize and conduct an efficient clinic and to perceive pertinent details in records and statistical reports.

***Interests*: A preference for working with people in coordinating department services with other departments for the best patient care.**

***Temperaments*: Ability to coordinate department's work so that all its responsibilities will be discharged in an orderly and efficient manner.**

Able to establish and maintain effective working relationships with patients, doctors, nurses, volunteers, social service workers, and other hospital personnel.

Capable of making work decisions in accordance with the rules and regulations of the clinic.

***Physical Demands and Working Conditions:* Work is light. Sitting and walking intermittently throughout the workday.**

Talking and hearing for communicating with staff, patients, and others.

Handling of office supplies and reports.

Near-visual acuity to read appointment books, schedules, and reports.

Works inside.

JOB RELATIONSHIPS

***Workers supervised*: Clerical personnel and volunteers assigned to the department.**

***Supervised by:* DIRECTOR, OUTPATIENT SERVICES.**

***Promotion from:* No formal line of promotion.**

***Promotion to*: No formal line of promotion.**

PROFESSIONAL AFFILIATIONS

None.

PHARMACY DEPARTMENT

Purpose: To compound and dispense all drugs and pharmaceutical preparations in the hospital for inpatient medications and outpatient prescriptions.

Responsibility: The pharmacy is the repository of all drugs, chemicals, pharmaceuticals, and narcotics used in the hospital. Maintains within treatment areas separate stocks of commonly used medications and sterile solutions. Prepares basic medications and solutions used in quantities in the hospital from ingredients purchased in bulk directly from reputable pharmacy wholesalers and manufacturers. Today, many compounded preparations are purchased directly from drug wholesalers since it has become more economical to purchase these in ready-to-use forms than to have a pharmacist compound them from basic ingredients. Sterilizes all injectable medications prepared in the pharmacy. Maintains strict control over distribution and usage of government-controlled products such as narcotics, barbiturates, and alcohol. Biologicals, vaccines, and any other drugs subject to deterioration must be either stored under refrigeration, or inventory-controlled to prevent use after recommended expiration date. The pharmacy labels all drugs as to content and amount; checks all prescriptions as they are received to insure that dosages are reasonable and the drugs chemically and physiologically compatible. Each year hundreds of new drugs come on the market. While the pharmacist must know how to compound any pharmaceutical preparation, he must also be aware of the new products, their advantages and disadvantages, and disseminate this information to the medical and nursing staff. New and replacement supplies are purchased directly by the department and stored in the department. Bills for these supplies may be submitted for payment to Financial Management or Purchasing and Receiving.

Authority: The pharmacy is under the direction of a licensed pharmacist delegated with authority and responsibility for organizing and carrying out the department's functions. He may be known by the title DIRECTOR, PHARMACY SERVICES and report to an ASSOCIATE ADMINISTRATOR. A pharmacy committee consisting of the DIRECTOR, PHARMACY SERVICES and members of the medical and nursing staffs meet periodically to determine pharmacy policy and supervise purchase and issuance of drugs, chemicals, pharmaceutical preparations, biologicals, and professional supplies.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: The pharmacy maintains operating relationships with all hospital departments, on a daily basis with the medical, technical, nursing, and administrative staff. Some hospitals have nurses assigned to the Pharmacy Department where they pick up and prepare the injectables daily. These relationships involve advising the medical and nursing staff on the use and methods of administration of various drugs. Meetings of the various departments to discuss common problems and activities promote more effective and efficient programs.

STANDARDS: Standards for the Pharmacy Department are recommended by the Committee of Pharmacy of the American Hospital Association and the American Pharmaceutical Association. These standards include recommendations regarding housing, personnel, pharmacy committee, maintenance of pharmaceutical reference library, and use of approved drugs and pharmaceuticals. Legally, all pharmacies must retain a record of physicians' orders for drugs. Only drugs, chemicals, and pharmaceutical preparations of at least the quality indicated in UNITED STATES PHARMACOPEIA, NATIONAL FORMULARY, and NEW AND NONOFFICIAL REMEDIES are used in treatment of patients.

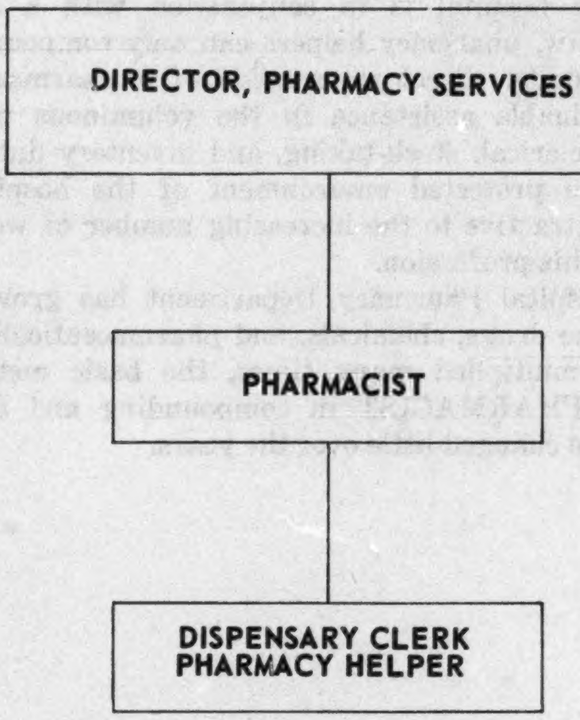
PHYSICAL FACILITIES AND STAFFING: The pharmacy that serves only inpatients may be placed in any location convenient to the hospital personnel. Ample shelf space required for bulk packages may be part of the pharmacy area or a nearby stock room. A dispensary window and suitable storage cabinets as well as refrigeration and security facilities, such as a safe or vault, are also necessary. If the pharmacy serves outpatients as well as inpatients, it should be easily accessible to both. In a large hospital with extensive clinic facilities the pharmacy should be close to the clinic. In this case, perhaps two pharmacies in the hospital or a dispensary for readymade pharmaceuticals near the clinic area would be helpful.

Most State laws require that only a licensed pharmacist compound prescriptions. He may be employed on a full-time or part-time basis as required by the hospital. If the volume of work is insufficient to warrant employment of a pharmacist, arrangements can be made with a conveniently located commercial pharmacy to dispense all prescriptions. The hospitals do, however, maintain a drug room from which prepared drugs are issued. Additional pharmacists and helpers are added to the staff as needed, to insure adequate pharmacy service.

In hospitals with a large and busy Pharmacy Department, staffing may be extensive. The DIRECTOR, PHARMACY SERVICES determines staff needs on the basis of volume of prescription requests. Pharmacist interns are available to provide for current needs when the hospital is in conjunction with a School of Pharmacy. By law, pharmacy helpers can only compound, bottle, or label drugs under direct supervision of a pharmacist. They can be of invaluable assistance in the voluminous paperwork connected with clerical, stock-taking, and inventory duties of the department. The protected environment of the hospital pharmacy is often attractive to the increasing number of women who choose to enter this profession.

While the hospital Pharmacy Department has grown in importance, and the drugs, chemicals, and pharmaceuticals that are available have multiplied many times, the basic methods employed by the PHARMACIST in compounding and dispensing medications have changed little over the years.

PHARMACY DEPARTMENT


DIRECTOR, PHARMACY SERVICES
PHARMACIST
DISPENSARY CLERK
PHARMACY HELPER

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, PHARMACY SERVICES

chief pharmacist

JOB DUTIES

Supervises and coordinates activities of personnel in hospital pharmacy, and compounds and dispenses medications by means of standard physical and chemical procedures to fill written medication and prescription requests issued by physicians, dentists, and other qualified prescribers:

Plans, organizes, and supervises activities in hospital pharmacy according to hospital policies, standard practices of the profession, and State and Federal laws. Interviews, employs, and orients trained PHARMACISTS. Establishes work schedules and assigns PHARMACISTS to specified areas of responsibility in the administration, dispensing, or preparation functions of the department. Supervises work performance of the PHARMACISTS and related personnel to insure adherence to established standards.

Supervises and, as necessary, assists PHARMACISTS in compounding and dispensing medications to fill written prescriptions and medication requests. Reviews written prescriptions to determine that overdoses or toxic compounds will not result from prescribed ingredients. Weighs, measures, and mixes ingredients or prepares medications through such procedures as blending, filtering, distilling, emulsifying, and titrating. Selects prepackaged pharmaceuticals from pharmacy stock when available. Places compounded medications in bottles, capsules, or other package form and types and affixes labels to container showing identifying data and instructions for use. Completes written records of each prescription filled for pharmacy files; for control file on narcotics, poisons, and habit forming drugs; or for billing purposes of the Financial Management Department.

Supervises inventory of pharmacy stock periodically, to determine stock needed and assure use of stock before expiration date recommended by manufacturer. Places orders for supplies with salemen or drug wholesalers, verifies receipt of merchandise, and approves bills for payment by Financial Management or Purchasing and Receiving.

Maintains formularies, sources of information on preparations, standard compendia on pharmaceuticals, reference texts, and journals in department for use of qualified personnel. Consults with and advises medical staff concerning information obtained on medications, such as warnings issued on drugs currently on the market, incompatibility of certain drugs, or contraindications of drugs or other pharmaceuticals.

Initiates, develops, and carries out rules and regulations pertaining to administrative and professional policies of department with the approval and cooperation of hospital administration and Pharmacy and Therapeutics Committee, respectively. Establishes and maintains system of records and

bookkeeping in accordance with hospital policy for recording patients' charges for prescriptions and pharmaceutical supplies and for maintaining adequate controls over requisitioning and dispensing of all pharmaceuticals, including control file of narcotics, poisons, and habit-forming drugs received and issued. May serve as member of hospital Pharmacy and Therapeutics Committee in formulating department policies.

Prepares departmental budget.

May serve on civic committees to inform public on uses and abuses of drugs.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

All equipment and supplies of the department.

TRAINING, EDUCATION, AND EXPERIENCE

Graduation from an accredited School of Pharmacy with 5-years' college program in pharmacy. Completion of 1 years' pharmacy internship and licensure as Registered Pharmacist by passing examination of State Board of Pharmacy.

Two to 5 years' experience in the hospital pharmacy field usually required.

WORKER TRAITS

Aptitudes: Verbal ability is needed to understand the composition and properties of drugs, their manufacture and uses, their pharmacologic actions, and the procedures for testing their purity and strength. It is needed, also, to supervise pharmacy staff, to formulate administrative plans, and to present data and information on pharmaceuticals to physicians, staff, and public.

Numerical ability is needed to measure, weigh, and package drugs, to compute charges, and to prepare departmental reports and budgets.

Form perception is needed to interpret prescription format, to note physical and chemical changes in ingredients for prescriptions, and to interpret formularies.

Clerical perception is needed to prevent errors in reading formulas and proofreading prescriptions. It is vital, also, in reports and recordkeeping.

Interests: A preference for scientific and technical activities is necessary to master techniques of prescription compounding and dispensing of pharmaceuticals and to keep abreast of new drugs and techniques in pharmacy.

A preference for working in and organizing activities that are carried out in relation to established processes and techniques.

Temperaments: Ability to direct, control, and plan the entire activity of a hospital pharmacy.

Able to influence staff and the public to accept new drugs and to be aware of drug abuses.

Physical Demands and Working Conditions: Work is light.

Talking and hearing are essential to perform supervisory and administrative duties.

Works inside.

JOB RELATIONSHIPS

Workers supervised: PHARMACIST and all other workers assigned to the pharmacy.

Supervised by: ASSOCIATE ADMINISTRATOR.

Promotion from: PHARMACIST.

Promotion to: ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

American Pharmaceutical Association
2215 Constitution Avenue, NW.
Washington, D.C. 20037

American Society of Hospital Pharmacists
4630 Montgomery Avenue
Washington, D.C. 20014

State and county pharmaceutical associations.

American Society for Pharmacology and Experimental Therapeutics, Inc.
9650 Rockville Pike
Bethesda, Md. 20014

PHARMACIST

hospital pharmacist

JOB DUTIES

Compounds and dispenses medications and other pharmaceutical supplies, using standard physical and chemical procedures to fill written prescriptions issued by physicians, dentists, and other qualified prescribers:

Reviews written prescriptions to determine ingredients needed and to assure that overdoses have not been prescribed or that toxic compounds will not result from combining ingredients. According to standard formulas, weighs, measures, or mixes ingredients, or compounds ingredients through such processes as filtering, distilling, emulsifying, or titrating to prepare medication. Frequently fills prescriptions from bulk stock. Sterilizes injectable preparation if prepared in pharmacy or purchased in nonsterile prepared form. Fills bottles, capsules, or other package forms with measured amount of medication to prescription specifications. Types and affixes labels to container, showing identification data and directions for prescription use. May orally explain directions for prescription use to outpatients. Maintains records on all prescriptions filled for inpatient and outpatient use, computes and records prescription charges, collects moneys from outpatients or forwards charge data to Financial Management Department for posting to patients' accounts. Maintains control records on narcotics, poisons, and habit-forming drugs as required by Federal and State laws.

Maintains inventory of pharmaceuticals and supplies, storing under proper conditions of refrigeration and security. May compound bulk emulsions, liquids, powders, and ointments for pharmacy and nursing-unit stocks.

Provides information to physician and other staff members on availability of new drugs, warnings on currently marketed drugs, incompatibility of certain drugs, and contraindications of drugs and other pharmaceuticals.

If the hospital is small and there is no DIRECTOR, PHARMACY SERVICES, he may perform many of those activities.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

All equipment and supplies of the department.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited School of Pharmacy with a 5-year college program in pharmacy. Completion of 1 year's pharmacy internship and licensure as Registered Pharmacist by passing examination of State Board of Pharmacy.

Short break-in period to become acquainted with specific hospital procedure and policy.

WORKER TRAITS

Aptitudes: Verbal ability is needed to interpret and understand written prescriptions, formularies, and reference texts, as well as for presenting data and information on pharmaceuticals to physicians, staff, and public. Must understand the composition and properties of drugs, their manufacture and uses, their pharmacologic actions, and the procedures for testing their purity and strength.

Numerical ability is needed in measuring, weighing, and packaging drugs, in computing charges for preparations, and in making cash sales.

Form perception is needed to interpret prescription format, to note physical or chemical changes in ingredients for prescriptions, and to interpret formularies.

Clerical perception is needed to prevent errors in reading formulas and in proofreading prescription instructions for patients. It is vital, also, in report and recordkeeping.

Finger dexterity is needed in handling small quantities of compounds, in filling capsules with preparations, and in typing labels.

Interests: A preference for scientific and technical activities is necessary to master techniques of prescription compounding, and in reading scientific and technical journals to keep abreast of new findings in the field.

A preference for the use of processes and techniques, as in filling prescriptions, is required.

Temperaments: Ability to adapt to precise and exacting activities in filling prescriptions where standards are well defined.

Ability to adapt to activities requiring frequent changes, as in compounding prescriptions.

Physical Demands and Working Conditions: Work is light.

Considerable standing and walking in pharmacy area, but as a matter of choice, can be seated when compounding prescriptions.

Reaches, handles, and fingers labels, vials, and apparatus for compounding medications.

Talking and hearing are essential in communicating with patients and customers, and in obtaining and providing information on pharmaceuticals.

Works inside.

JOB RELATIONSHIPS

Workers supervised: PHARMACY HELPER, DISPENSARY CLERK, and clerical help.

Supervised by: DIRECTOR, PHARMACY SERVICES.

Promotion from: Pharmacist Intern.

Promotion to: DIRECTOR, PHARMACY SERVICES.

PROFESSIONAL AFFILIATIONS

American Pharmaceutical Association
2215 Constitution Avenue, NW.
Washington, D.C. 20037

American Society of Hospital Pharmacists
4630 Montgomery Avenue
Washington, D.C. 20014

State and county pharmaceutical associations.

American Society for Pharmacology and Experimental Therapeutics, Inc.
9650 Rockville Pike
Bethesda, Md. 20014

DISPENSARY CLERK

pharmacy clerk-typist

JOB DUTIES

Types labels for medications issued by hospital pharmacy and records transactions in pharmacy log to assist staff PHARMACIST:

Receives written prescription and medication requests, after they are reviewed by PHARMACIST and types appropriate labels for requested medicines. Records medication and prescription requests in pharmacy log by prescription number assigned by PHARMACIST, listing patient's name, physician, and description or name of medication. Types secondary label listing patient's name, physician, prescription or pharmacy number, and hospital nursing unit to which prepackaged and labeled medications are to be sent for inpatients. Types labels for other inpatient medications showing additional data concerning name, form, strength, and expiration date of drug. Clips typed labels to recorded medication requests and delivers to PHARMACIST for affixing to drug containers.

Types labels for outpatient prescriptions, after recording prescription in logbook by assigned prescription number, listing all identifying data such as patient's name, physician, and prescription number. Copies physician's instructions for use of medication onto label from prescription form. Returns label and prescription form to PHARMACIST for affixing to filled prescription.

Types billing slips for prescriptions issued to welfare patients and mails to appropriate agency to obtain payment. Enters pharmacy charge on medication forms from price list; files one copy and forwards one copy to Financial Management Department for posting to patient's account. Compiles periodic reports from logbook on number and types of prescriptions filled for use of PHARMACIST.

Maintains daily time and attendance records on pharmacy personnel for payroll use.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, logbook, prescription price list.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with 1 year of typing.

One to 2 years' experience as clerk-typist desirable but not necessary.

Up to 3 months' on-the-job training to learn routine of the department.

WORKER TRAITS

Aptitudes: Clerical perception required to note pertinent data in written medication requests; to observe differences in names of closely related pharmaceuticals; to avoid perceptual errors in typing labels and in recording charges to patients.

Finger dexterity is required to handle forms and labels and to operate a typewriter.

Interests: A preference for routine and organized activities involving working with things.

A preference for well-defined and established procedures followed in typing labels and logging prescriptions.

Temperaments: Ability to perform short-cycle and repetetive activities such as typing labels and making entries in logbook.

Ability to be precise in accurately typing prescription labels.

Physical Demands and Working Conditions: Work is sedentary.

Reaching for and handling forms and labels.

Fingering in typing small labels and frequent numerical data.

Near-visual acuity for reading pertinent data and numbers.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PHARMACIST.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to a responsible clerical position.

PROFESSIONAL AFFILIATIONS

None.

PHARMACY HELPER

prepackage clerk

JOB DUTIES

Assists PHARMACIST to perform routine duties in hospital pharmacy: Unpacks and stores supplies, verifies items received against invoices, and stores perishables such as antibiotics in refrigerators. Checks invoices against orders to make sure all items are received and charges are correct. Maintains inventory of supplies and prepares orders for new supplies as requested by PHARMACIST. Delivers supplies to various hospital departments, as needed; maintains records showing their disposition.

Fills containers with medications apportioned by machine and hand from bulk-manufactured or purchased quantities, prints labels by machine, and affixes labels to containers for use in hospital pharmacy or nursing units. Following written work orders, fills positioned vials, by pouring bulk supply of capsules into hopper of machine counter, turning dials to set speed and count, and depressing switch to activate machine; caps vials and separates for labeling. Reviews work order to determine types of labels and wording to be imprinted on labels. Registers preparation of labels in logbook to keep record of labels printed and to obtain control number and code date for labels. Prints labels on table model printer, affixes labels to filled vials, and delivers them to pharmacy or store room as listed on work order. (Each step is supervised by PHARMACIST.)

Pours liquids into measured glass or plastic containers, or spoons salves or ointments, using spatulas to fill containers. Caps, seals, labels, and delivers to pharmacy or store room.

Performs miscellaneous duties in pharmacy, such as keeping work area in clean and orderly condition, cleaning equipment, running errands, and operating still to produce distilled water.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Typewriter, label printer, automatic counter, and sorter for capsuled drugs.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with some clerical and science courses desirable. No previous experience necessary.

Up to 3 months' on-the-job training to learn specific requirements of the job.

WORKER TRAITS

Aptitudes: Numerical ability is required to be able to total price lists and inventories quickly and accurately.

Near-visual acuity is required to perceive pertinent details on work orders, in setting up machines, checking printed labels, and compiling records on production.

Clerical perception is required to be able to detect errors or omissions on order forms or inventories, to verify production against work order, and to proofread labels and orders.

Interests: A preference for routine, organized activities concerned with things and objects, such as pharmaceutical supplies.

Temperaments: Ability to perform short-cycle and repetitive activities such as preparing labels and counting pills requiring exact accuracy in all details.

Adapted to working under direct supervision.

Physical Demands and Working Conditions: Work can be heavy, with occasional lifting and carrying of cartons weighing 50 to 100 pounds.

Ocassional climbing to store and retrieve supplies.

Stooping, kneeling, and crouching when unpacking supplies.

Handling and fingering of drugs, labels, and supplies.

Near-visual acuity for machine setting and accuracy checks.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: PHARMACIST.
Promotion from: No formal line of promotion. This may be an entry job.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

PHYSICAL MEDICINE AND REHABILITATION DEPARTMENT

PURPOSE: To assist in diagnosis, recovery, and rehabilitation of patients with neuromuscular, orthopedic, and other disabilities through physical means such as exercise, heat, hydrotherapy, electrotherapy, and assistive devices; training; recreational, vocational, and educational programs; speech and language therapies; social service; and occupational therapy. The prime goal is to prevent disability, to restore patients' functional capacities to an optimum level, and to assist them to maintain that level. A planned, integrated program for convalescent care stressing activity as an adjunct to definitive treatment can reduce the period of hospitalization, offset the deconditioning phenomena of bed rest, and prevent the harmful psychological aftereffects which often result from extended hospitalization.

RESPONSIBILITIES: A physical medicine and rehabilitation program in a medical care institution is an organized system of integrated and coordinated rehabilitation services. The services appropriate to a particular program are those required to fulfill rehabilitation objectives established for the institution. Thus, the coordination of the combined efforts of personnel of all services of the hospital having contact with the patient is the ultimate objective of the total treatment program. The functions of the department are: (1) Contributing to the more prompt recovery and shorter hospital stay of the patient with acute medical or surgical conditions through diagnostic techniques and specialized therapy; (2) assisting the long-term or handicapped patient in adjusting to the demands of an appropriate posthospital economic and social environment in order to reduce the possibility of readmission; (3) helping the patient whose discharge is improbable to achieve a measure of independence within the hospital; and (4) directing all therapies and services to achieve patient's maximum functioning in relation to their disabilities.

These functions are achieved through the various forms of physical, occupational, recreational, and specialized therapies that have evolved over the past several years. Physical therapy includes employment of therapeutic exercises and massage and utilization of effective properties of light, heat, cold, water, and electricity in treatment of disease and/or injury. Occupational therapy includes teaching of manual skills and independence in self-care to stimulate mental and emotional activity on the part of patients and has been found useful in rehabilitation of chronic cases and in care of patients subject to protracted convalescence. Recreational therapy includes the employment of sports, dramatics, and arts and crafts utilizing a group approach. Educational and vocational programs, music, and various other forms of corrective therapy are used to stimulate and gage patients' progress and recovery rate.

A well-designed program of rehabilitation medicine aims to restore function to the patients' maximum capability; to evaluate the degree of impairment and the extent of residual capacity for social and economic activities, and to furnish and reenforce practical and effective motivation for rehabilitation. Family and relative counseling and training in continued patient care and support are a definite department responsibility. Other department functions include providing clinical and consultative services, preparing and submitting reports and maintaining records as required, and conducting inservice technical training of personnel assigned to the physical medicine service.

AUTHORITY: The Physical Medicine and Rehabilitation Department is under the direction of a physician who has full authority and responsibility for directing the therapies toward a specific goal. He is responsible for organization, operation, and efficiency of service and reports to the administration for administrative purposes and to the chief of the medical staff for professional practices.

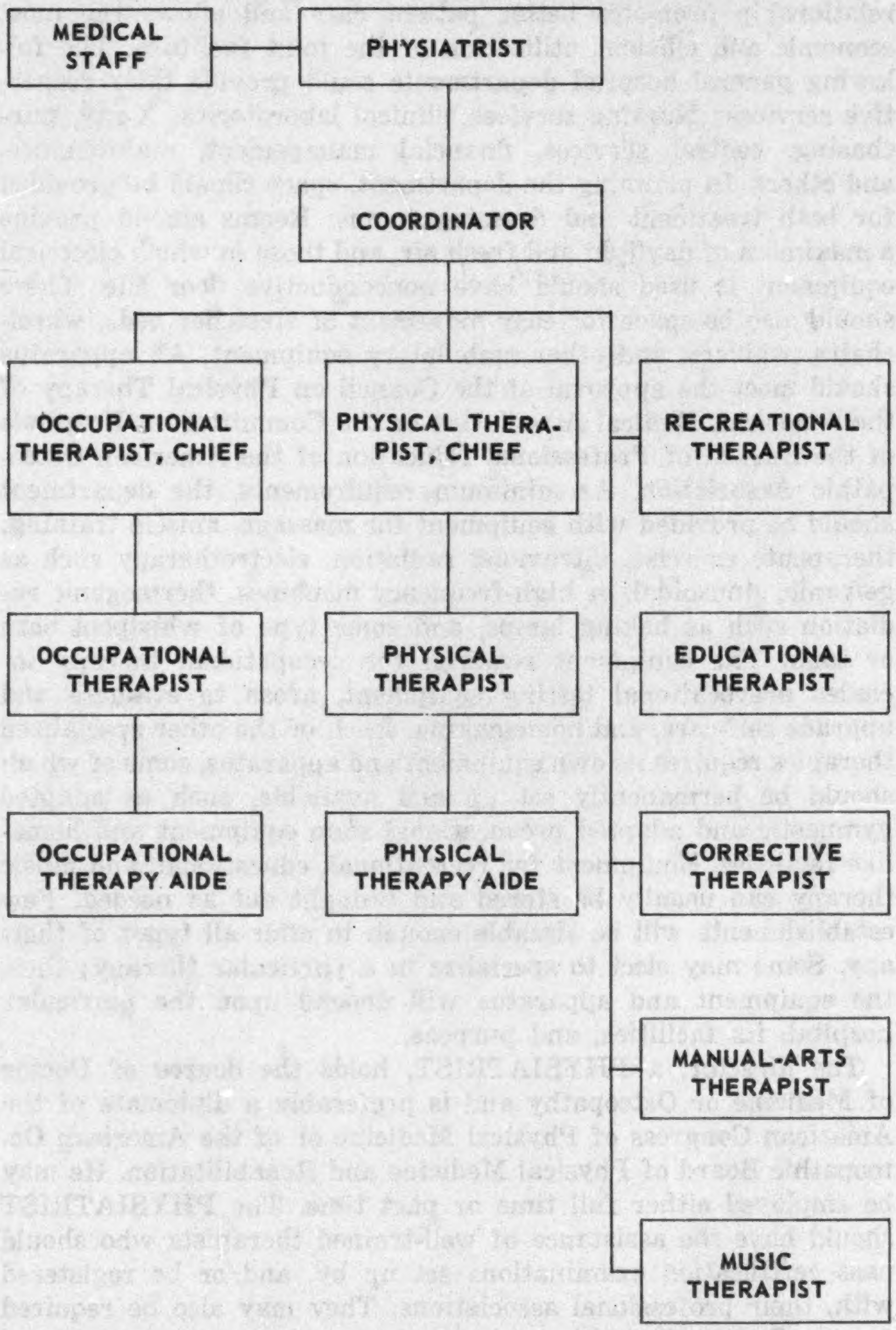
INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Physical medicine is a part of the total treatment of the patient and is provided to both inpatients and outpatients. As such, it compliments all other fields of medicine, particularly neurology, neurosurgery, orthopedics, pediatrics, and rheumatology. In addition, psychology, social service, speech and hearing, prosthetics and orthopetics, vocational training, and counseling are also utilized. Patients are treated at the bedside as well as in the department. Personnel must, therefore, cooperate with nursing and medical staff in scheduling activities—specifically, in arrangements for including the patient's private physician in the planning and goals of treatment and the orientation of the private physician to provide post discharge medical care. Cooperation and motivation of patients are also essential to effective treatment, necessitating close rapport between patients and personnel.

PHYSICAL FACILITIES AND STAFFING: Under optimal circumstances, and according to current trends in the community medical facility planning, the rehabilitation center should be architecturally and administratively connected to a general hospital. This relationship promotes better patient care and allows the most economic and efficient utilization of the joint facilities. The following general hospital departments could provide their respective services: Nursing services, clinical laboratories, X-ray, purchasing, central services, financial management, maintenance, and others. In planning the department, space should be provided for both treatment and dressing rooms. Rooms should provide a maximum of daylight and fresh air, and those in which electrical equipment is used should have nonconductive floor tile. There should also be space for easy movement of stretcher beds, wheelchairs, walkers, and other ambulatory equipment. All apparatus should meet the approval of the Council on Physical Therapy of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. As minimum requirements, the department should be provided with equipment for massage, muscle training, therapeutc exercise, ultraviolet radiation, electrotherapy such as gelvanic, sinusoidal, or high-frequency machines, thermogenic radiation such as baking lamps, and some type of whirlpool bath or tank. The equipment required for occupational therapy includes prevocational testing equipment, areas to evaluate and upgrade self-care, and homemaking. Each of the other specialized therapies requires its own equipment and apparatus, some of which should be permanently set up and available, such as adapted gymnastic and adapted prevocational shop equipment and homelike facilities. Equipment for recreational, educational, and music therapy can usually be stored and brought out as needed. Few establishments will be sizeable enough to offer all types of therapy. Some may elect to specialize in a particular therapy; thus, the equipment and apparatus will depend upon the particular hospital, its facilities, and purpose.

The director, a PHYSIATRIST, holds the degree of Doctor of Medicine or Osteopathy and is preferably a diplomate of the American Congress of Physical Medicine or of the American Osteopathic Board of Physical Medicine and Rehabilitation. He may be employed either full time or part time. The PHYSIATRIST should have the assistance of well-trained therapists who should pass certification examinations set up by, and/or be registered with, their professional associations. They may also be required to pass State examinations.

Attendants, aides, and volunteers perform many routine tasks in this department.

PHYSICAL MEDICINE AND REHABILITATION DEPARTMENT


MEDICAL STAFF
PHYSIATRIST
COORDINATOR
OCCUPATIONAL THERAPIST, CHIEF
PHYSICAL THERAPIST, CHIEF
RECREATIONAL THERAPIST
OCCUPATIONAL THERAPIST
PHYSICAL THERAPIST
EDUCATIONAL THERAPIST
OCCUPATIONAL THERAPY AIDE
PHYSICAL THERAPY AIDE
CORRECTIVE THERAPIST
MANUAL-ARTS THERAPIST
MUSIC THERAPIST

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

Physical Medicine and Rehabilitation Department **Physiatrist 070.108**

PHYSIATRIST

JOB DUTIES

Supervises and directs the activities of personnel performing various types of therapy administered in the department; performs diagnoses and evaluations of patient care:

Establishes department procedures and methods of operation, in accordance with accepted national standards and hospital policies. Participates with personnel of other departments in planning joint administrative and technical programs and recommends methods and procedures for coordination of physical medicine with related patient care services. May develop new techniques and equipment and conduct experimental studies on their effectiveness and usefulness to the program. May serve as consultant in cooperative public health planning and address public health, medical, educational, and civic group meetings and conferences.

Specializes in clinical, diagnostic, and therapeutic use of physical agents and exercises of the various types of therapies to provide physical medicine and rehabilitation to patients. Consults with referring physician and plans a therapy program according to diagnostic and therapeutic problems. Prepares a prescription for the patient to be followed by the appropriate therapist. Directs physical therapy and occupational therapy, counseling, social service, and other necessary services to provide assistance to rehabilitation of disabled patients. Instructs technicians in nature and duration on dosage of treatments, and insures that treatments are administered properly. Reexamines patients at intervals to determine progress and indication for change or discontinuance of treatment. Prescribes therapeutic exercises designed to develop function of specific anatomical part or specific muscle groups. Recommends and supervises occupational and vocational counseling activities for patients whose convalescence will be long or whose physical disability demands change of occupation and who may require therapies and adaptive devices to achieve the greatest possible independence in self-care. Correlates physical, occupational, and recreational therapy activities.

Keeps complete record of services rendered and patient reaction. Counsels patients' relatives in patient care and needs. Directs training of resident physicians, interns, and technicians assigned to the department. Requisitions supplies and equipment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

All of the various types of apparatus and equipment used for the various kinds of therapy administered.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school recognized by Council on Medical Education and Hospitals of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. License to practice medicine or osteopathy in State where practicing.

A residency in physical medicine and rehabilitation is desirable.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand and interpret physical medicine terminology; to communicate with staff, patients, students, and personnel of other agencies and to prepare medical progress reports.

Spatial and form perception are necessary to visualize completed corrective apparatus and method of use in treatment and to visualize anatomical structure of disabled part of the body.

Manual dexterity is necessary to demonstrate and apply various types of therapy apparatus and equipment.

Interests: A preference for activities involving working with people.

A preference for scientific and technical activities, in recommending methods and procedures for the department and in recommending a therapy program suited to each patient.

Temperaments: Ability to direct and coordinate the work of the department so that all of its responsibilities will be discharged in an orderly, efficient manner.

Ability to communicate with patients to establish favorable patient attitude and to motivate patient to desired cooperation and effort in his rehabilitation development; to communicate with therapists, interns, and students, and patients' physician.

Capability to decide type and method of therapy based on patient's condition and on results of diagnoses performed by him and by staff; to set realistic rehabilitation goals.

Awareness of consequences of improperly prescribed or timed treatment of patients.

Physical Demands and Working Conditions: Sitting and walking intermittently throughout working day. Some lifting to position patient for examination or treatment.

Pushing and pulling on patients' limbs and muscles during examination and adjustment of prosthetic appliances.

Stooping, bending, and crouching when demonstrating apparatus and techniques.

Reaching for and handling materials and equipment.

Tactile examination of affected areas of patients' bodies.

Talking and hearing for communicating with staff, patients, and others.

Visual acuity and color vision to detect symptoms and reactions of patient while under treatment.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All workers assigned to the department.

Supervised by: ASSOCIATE ADMINISTRATOR for administrative purposes, and Chief of Medical Staff for professional practice.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

American Academy of Physical Medicine and Rehabilitation
30 North Michigan Avenue
Chicago, Ill. 60602

American Osteopathic Board of Physical Medicine and Rehabilitation
212 East Ohio Street
Chicago, Ill. 60611

American Osteopathic College of Physical Medicine and Rehabilitation
2235 Spring Garden
Philadelphia, Pa. 19130

COORDINATOR

JOB DUTIES

Coordinates the efforts of all occupational, physical, and recreational therapists in the department:

Through staff conferences and inservice training programs, insures understanding of the practical significance of the various physical medicine and rehabilitation techniques employed in all therapies for the accomplishment of patient rehabilitation objectives.

With therapists, develops the significance of physical and mental requirements of the patients' proposed rehabilitation objectives in order to obtain maximum development of the patients' residuals for performance in a job or in a sheltered environment.

Reviews notes to keep aware of patients' progress in overall rehabilitation and to insure that therapy prescription is understood and applied. Counsels patients so that they have confidence in the therapy programs formulated for them.

Participates with personnel of other departments (such as Nursing and Social Service Departments) to plan joint technical progress and to coordinate physical medicine with related patient care. Works with patients' families, industry, employers, and community as a whole as an advisor on rehabilitation problems.

Organizes and engages in research projects and studies pertaining to rehabilitation approaches.

Plans most efficient use of personnel, space, and equipment, to afford most effective treatment to greatest possible number of patients.

Performs all necessary details of administration for the department, thus releasing the PHYSIATRIST to give maximum attention and supervision to treatment.

Recommends patient fees, prepares budget, and maintains supplies and equipment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Standard office supplies.

EDUCATION, TRAINING, AND EXPERIENCE

M.S. or B.S. degree in physical medicine from an approved college or university.

Four to 5 years' experience as a therapist in a hospital is preferred.

Brief on-the-job training in the administrative aspects of the department.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to communicate with departmental and hospital staff, patients, personnel of other establishments, and to prepare research studies and keep records.

Numerical ability is necessary to figure operating costs, prepare budgets, and statistical reports.

Clerical ability is necessary to read reports and utilize data accurately for budget and requisition purposes.

Interests: A preference for working with people.

A preference for scientific and technical activities in recommending methods and procedures.

A preference for people and for communicating ideas to hospital personnel and personnel of other establishments.

Temperaments: Ability to coordinate the entire department's work so that responsibilities will be discharged in an orderly, efficient manner.

Ability to communicate with patients in establishing favorable attitudes and motivating them to desired cooperation and effort in rehabilitation development; with therapists; and with personnel of other establishments.

Capable of evaluating reports, research studies, and other data against both judgmental and verifiable conditions and details of the job.

Physical Demands and Working Conditions: Work is light. Sitting and walking intermittently throughout the work day. Talking and hearing for communicating with staff, patients, and others.

Handling of office supplies and reports.

Works inside.

JOB RELATIONSHIPS

Workers supervised: Administrative supervision of OCCUPATIONAL THERAPIST, PHYSICAL THERAPIST, RECREATIONAL THERAPIST, any other specialized therapists assigned to the department, clerical, and volunteer staff.

Supervised by: PHYSIATRIST or ASSOCIATE ADMINISTRATOR.

Promotion from: OCCUPATIONAL THERAPIST, PHYSICAL THERAPIST, or RECREATION THERAPIST.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

The American Physical Therapy
Association
1790 Broadway
New York, N.Y. 10019

The American Occupational
Therapy Association
250 West 57th Street
New York, N.Y. 10019

National Therapeutic Recreation
Society
1700 Pennsylvania Avenue, NW.
Washington, D.C. 20006

CORRECTIVE THERAPIST

JOB DUTIES

Provides medically prescribed program of physical exercises and activities designed to prevent muscular deconditioning and to achieve fullest mental and physical rehabilitation:

Confers with physician and collaborates with other members of rehabilitation team to plan and organize course of treatment. Establishes rapport with patients to motivate them, choosing physical exercises and activities in accordance with prescription which will sustain interest and insure continued participation. Employs any one or combination of assistive, resistive, or free movement exercises, utilizing equipment, devices, and aids such as stationary bicycles, weights, pulleys, rowing machines, walking bars, and hydrogymnastics. Directs patients in the use, function, and care of braces, artificial limbs, and other devices designed to assist in walking. Instructs amputees and partially paralyzed patients in ambulatory techniques and use of specially equipped automobiles. Guides blind persons in foot travel during initial stages of training, to achieve self-confidence and independence. Directs patients in self-care activities, including personal hygiene.

Adapts physical education and recreation programs to suit children, aged, and other special groups.

Observes patients during exercises and activities to evaluate emotional reactions, strength, endurance, and self-care ability to determine rate of progress and recovery. Prepares patient progress reports, containing progress and recovery data, for evaluation of program by physician and rehabilitation team.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Standard and adapted gymnasium and orthopedic equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an approved college or university with a degree in physical education and courses in the basic sciences.

Two to 7 months' clinical experience under direction of a licensed physician.

Should be certified by American Board of Corrective Therapists.

WORKER TRAITS

Aptitudes: Verbal ability is required to instruct patient, prepare case reports, and implement prescribed therapy program requiring familiarity with medical terminology.

Motor coordination, finger and manual dexterity, and eye-hand-foot coordination are required to demonstrate and assist patients in exercises, use of equipment and work aids, and other rehabilitative techniques.

Interests: A preference for working with people to meet the therapeutic needs of the handicapped.

A preference for people, to communicate with the handicapped and to motivate them toward recovery.

A preference for abstract or creative activities to adapt standard physical education equipment for use by children, the elderly, and special groups.

Temperaments: Ability to plan activities in a therapy program.

Ability to deal with many different kinds of activities and people to improve patients' adjustment and to motivate them to initiate or continue therapy.

Capable of forming conclusions reflecting patients' progress on basis of sensory or judgmental criteria, indicated by reactions to therapy activities.

Physical Demands and Working Conditions: Work is mostly light, depending upon nature of activities and therapy setting.

Considerable reaching, handling, and fingering involved in demonstrating therapy techniques to patients.

Balancing, stooping, and kneeling involved in demonstrating and assisting with therapy equipment.

Visual acuity to observe patients while undergoing therapy.

Talking and hearing to instruct patients.

Works inside and outside.

JOB RELATIONSHIPS

Workers supervised: None. May supervise volunteers who assist the program.

Supervised by: PHYSIATRIST, COORDINATOR or physician in charge of patient.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Advancement is through addition of supervisory, administrative, or teaching responsibilities.

PROFESSIONAL AFFILIATIONS

Association for Physical and Mental Rehabilitation
1265 Cherry Road
Memphis, Tenn. 38117

EDUCATIONAL THERAPIST

JOB DUTIES

Instructs patients in prescribed academic subjects to prevent mental deconditioning, improve mental and physical condition, and aid in attainment of knowledge and skills which will meet patients' vocational objectives:

Collaborates with other members of rehabilitation team in planning such courses as English, mathematics, botany, geography, typing, painting, bookkeeping, or mechanical drawing. Selects subjects and teaching methods most suitable to patients' attitudes, capabilities, and interests. Employs academic courses of study, business equipment and methods, and group discussions designed to improve mental and physical condition. Utilizes phychological techniques and personal qualities to gain patients' confidence, motivate acceptance of hospital services, maintain interests, and relieve tensions and frustrations.

Instructs patients at various educational levels. Administers graded educational activities to develop and evaluate patients' mental and physical capacities. Administers accreditation tests and transmits results to school authorities or State departments of education for grading and certification of patients' educational level.

Prepares reports of patients' emotional reactions to, and progress in, individual and group training situations to provide clinical data for evaluation by rehabilitation team.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Textbooks and work aids for subjects taught.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from accredited college or university with emphasis on subject matter to be taught. Should be a certified teacher. A special education teacher with a degree at the master's level is desirable. A clinical training period ranging from 2 to 7 months is required.

WORKER TRAITS

Aptitudes: **Verbal ability is required to communicate with students of varying intelligence levels, to understand subject matter taught, and to administer and evaluate tests.**

Numerical ability is required to teach subjects containing mathematics and to score tests.

Interests: A preference for people and for communicating ideas to help patients gain a vocational goal.

Temperaments: Ability to adjust to varied conditions according to students' capacities and subjects taught and to conduct meaningful academic program.

Able to direct, control, and plan activities according to grade levels and class projects.

Ability to communicate with patients to motivate them through academic studies.

Capable of evaluating students' potential achievement and academic and social progress.

Physical Demands and Working Conditions: Work is sedentary to light, depending upon the subjects taught.

Talking and hearing to instruct patients.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PHYSIATRIST, COORDINATOR, or physician in charge of patient.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

National Education Association
1201 16th Street, NW.
Washington, D.C. 20036

Physical Medicine and Rehabilitation Department **Manual-Arts Therapist 079.128**

MANUAL-ARTS THERAPIST

JOB DUTIES

Instructs patients in medically prescribed manual arts activities to prevent mental and physical deconditioning and to assist in maintaining, improving, or developing work skills, within the limits of patients' abilities or disabilities:

Collaborates with other members of the rehabilitation team in planning and organizing work activities. Utilizes industrial or agricultural work activities in actual work situations, in hospital building, or on grounds to assist patients in recovery. May set up work situations, making conditions as realistic as possible to determine if the patient can perform in a real-life situation and to instill self-confidence. Selects activities, following medical instructions related to patients' vocational goals, such as metalworking, printing, woodworking, and radio and TV repair. May give bedfast patients instruction in leathercraft or other handicraft and direct physically able patients in agricultural activities. Instructs patients in technical aspects of work and in use and care of tools and equipment. Coordinates activities with other therapy programs.

Prepares reports showing the development of patients' work tolerance and emotional and social adjustment to aid medical personnel in evaluating patients' progress and ability to meet physical and mental demands of employment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Metal and woodworking equipment, radio and TV repair kit, and other industrial and agricultural arts apparatus and equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an approved college or university with a major in industrial arts, agriculture, or related field. Courses in education, psychology, and anatomy are helpful.

Two to 7 months' clinical training is required.

WORKER TRAITS

Aptitudes: Verbal ability to instruct patients, prepare case reports, and implement prescribed therapy program requiring familiarity with medical terminology.

Spatial ability to carry out variety of occupational therapy activities, such as woodworking, weaving, and other manual arts.

Motor coordination, manual dexterity, and finger dexterity to demonstrate manual skills.

Some color discrimination for art activities.

Interests: A preference for working with people to meet the therapeutic needs of the handicapped.

A preference for people to communicate with the handicapped and to motivate them toward recovery.

A preference for abstract or creative activities involving artistic expression to fashion such articles as jewelry items.

Temperaments: Ability to perform in situations requiring direction, control, or planning of an activity or activities to initiate and conduct a therapy program.

Ability to deal with many different kinds of activities and people to improve patients' adjustment and motivate them to initiate or continue therapy activities.

Capable of forming conclusions reflecting patients' progress on basis of sensory or judgmental criteria, indicated by their reactions to therapy activities.

Able to reflect personal feelings in therapy activities, involving translating them into art forms and other instruments of creative expression.

Physical Demands and Working Conditions: Work may range from sedentary to light, depending on nature of activities and therapy setting.

Considerable reaching, handling, and fingering involved in demonstrating occupational therapy techniques to patients.

Near-visual acuity required for such activities as weaving and bead work.

Color discrimination required for art activities.

Talking and hearing to instruct patients.

Work normally performed inside.

JOB RELATIONSHIPS

Workers supervised: None. May supervise volunteers who assist the program.

Supervised by: PHYSIATRIST, COORDINATOR, or physician in charge of patient.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Advancement is through addition of supervisory, administrative, or teaching responsibilities.

PROFESSIONAL AFFILIATIONS

American Association for Rehabilitation Therapy
Veterans Administration Hospital
Hines, Ill. 60141

MUSIC THERAPIST

JOB DUTIES

Plans, organizes, and directs medically prescribed musical activities intended to improve or change patients' mental outlook to assist in their rehabilitation from mental and physical illness and disabilities:

Confers with physician and collaborates with other members of the rehabilitation team in planning course of treatment. Selects musical activities and methods of application, considering patients' needs, capabilities, and interests. Contacts musicians and arranges concerts or solo appearances.

Conducts and participates in instrumental and vocal musical activities, based upon individual patient's needs, such as chorus, group, and solo singing; band and orchestra playing; rhythm training; listening to selected music and musical quiz programs; and attending patients' or visiting musicians' concerts. Instructs patients in instrument playing, singing, and music reading and appreciation.

Observes and studies patients' reactions to various musical activities for signs of progress or regression. Prepares periodic reports containing data on patients' reactions and progress and submits reports to physician or therapy team for clinical data and evaluation. Confers with physician or rehabilitation team to discuss and evaluate effectiveness of selected activities. Prepares and maintains individual records of patients' musical activities.

May conduct or participate in other activities, such as dancing or games to accompaniment of music, in concert with volunteer workers, teachers, or other therapists.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Musical instruments, instruction books, music books, sheet music, music reference books.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's degree in music therapy.

College graduate with a degree in music may qualify by taking additional postgraduate courses or sometimes by substituting relevant qualifying experience.

A 6-months' internship in an approved psychiatric institution, affiliated with an accredited school offering a degree in music therapy is required.

WORKER TRAITS

Aptitudes: Verbal ability to instruct patients in therapeutic activities and to understand implications of medical terminology in planning therapy program for each patient.

Interests: A preference for people and for communicating ideas to instruct patients and communicate with staff.

A preference for working with people to improve adjustment.

A preference for abstract and creative activities, evidenced by the capacity to translate impressions into musical form or to appreciate such translation by others.

Temperaments: Ability to plan activities, necessary in directing musical programs and instructing students.

Ability to deal with people in actual job situations, necessary in providing therapy to patients.

Able to form conclusions or impressions on basis of feelings, ideas, or facts and according to sensory or judgmental criteria, evidenced by appreciation of musical form and compositions and ability to relate it to patients' progress in therapy program.

Physical Demands and Working Conditions: Work may range from sedentary to light, depending on nature of musical activity program.

Reaching, handling, and fingering required to play instruments.

Hearing required to produce and evaluate musical expression, and talking required to instruct patients.

Considerable noise may result from discordance of many patients playing instruments simultaneously, particularly when lacking musical expertise.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None. May supervise volunteers who assist the program.

Supervised by: PHYSIATRIST, COORDINATOR, or physician in charge of patient.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

National Association for Music Therapy, Inc.
P.O. Box 15
Lawrence, Kans. 66044

OCCUPATIONAL THERAPIST

JOB DUTIES

Organizes and conducts occupational therapy program in hospital or similar institution to facilitate rehabilitation of the mentally or physically handicapped:

Plans occupational therapy program involving such activities as manual arts and crafts, practice in functional prevocational and homemaking skills and activities of daily living, and participation in a variety of sensorimotor, educational, recreational, and social activities designed to help patients regain physical or mental functioning or adjust to their handicaps. Consults with other members of the rehabilitation team to select most appropriate activity program consistent with needs and capabilities of each patient and to coordinate occupational therapy with other therapeutic activities. Selects constructive activities suited to individual's physical capacity, intelligence level, and interest in order to upgrade the patient to maximum independence, prepare the patient for eventual return to some form of employment, assist in restoration of articular and muscular functions, improve general physical condition, and aid in adjustment to disability. Teaches patients skills and techniques required for participation in activities and evaluates patients' progress, attitudes, and behavior as related to their rehabilitative potential.

Adapts program according to needs of individual patient, so that, for example, stroke and cardiac cases are assigned tasks of increasing physical demands to increase physical tolerance; general medical and surgical cases confined for long periods of inactivity are given hobbies and crafts to utilize their time constructively and to aid in their adjustment to confinement; disabled patients are assisted in developing substitute skills and given opportunity to explore vocational possibilities; and, when working with children such as those afflicted by cerebral palsy, aids in developing coordination through medium of educational toys.

In neuropsychiatric hospitals, selects games and handicrafts or narrates stories that will redirect antisocial tendencies into constructive channels. Provides routine, sedentary tasks for overactive patients, and stimulating tasks for depressed patients to hasten rehabilitation. Attempts to create socially normal atmosphere to aid recovery and lessen disciplinary problems. Judges program's interest value by patients' reactions and adapts activity accordingly to provide outlets for the tensions of the mentally ill. Remains emotionally stable so as not to create nervous reactions in certain types of patients.

Studies patients' reactions while they are engaged in work situations and prepares reports reflecting their reactions to activity program for review by other members of the therapy team.

Requisitions supplies and equipment. Lays out materials for patients' use

and cleans and repairs tools at end of therapy sessions. May direct activities of one or more assistants or volunteer workers. May conduct training programs or participate in training medical and nursing students and other workers in occupational therapy techniques and objectives. May design, make, and fit adaptive devices, such as splints and braces for patient use, following medical prescription.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

A wide variety of machines, tools, equipment, materials, and supplies used in occupational therapy such as metalcrafts, woodworking, weaving, games, and creative arts.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college with a 4-year course leading to a Bachelor of Science degree in occupational therapy. Certification by the Board of Registry of the American Occupational Therapy Association.

When educational requirements are met, no previous experience is required.

Up to 6 months' on-the-job training to become familiar with hospital facilities and regulations, doctors' techniques, and department procedures.

WORKER TRAITS

Aptitudes: Verbal ability to instruct patients, prepare case reports, and implement prescribed therapy program requiring familiarity with medical terminology.

Motor coordination, manual and finger dexterity are necessary to coordinate movement of eyes, hands, and fingers; considerable dexterity in movements of hands, fingers, and wrists is necessary to manipulate tools and materials while instructing patients.

Spatial and form perception are necessary to visualize shapes, patterns, and other pertinent details in specifications and pictures.

Color discrimination is necessary when using colored arts and crafts materials.

Interests: A preference for working with people, as in developing programs of greatest therapeutic benefit to each patient, instructing in craft techniques, watching patients' progress carefully, and adjusting program to continue challenging the patient.

A preference for people and for communicating ideas when instructing patients in craft techniques and principles.

A preference for abstract and creative activities, such as developing specific therapeutic programs, sometimes involving novel combinations of activities, creating designs and models for guidance, and instructing patients.

Temperaments: Ability to handle a variety of duties which may be interrupted and changed by immediate circumstances.

Ability to direct, control, and plan such activities as developing occupational therapy programs and adjusting them as patients' conditions change and instructing and guiding patients in the program's activities.

Must be able to deal with people in actual job duties beyond giving and receiving instructions, such as encouraging patients in their projects and discussing the patients' progress with members of the therapy team.

Ability to observe patients' behavior and examine their work products in evaluating their progress.

Physical Demands and Working Conditions: Work is light. Lifting and carrying supplies weighing up to 20 pounds to and from work area and assisting and lifting patients who are severely handicapped.

Sitting and walking intermittently during work shift.

Reaching for, handling, and fingering equipment, tools, and materials while instructing patients.

May lift, transfer, and assist patients in wheelchairs or other devices.

Normal vision is required.

Works inside.

JOB RELATIONSHIPS

Workers supervised: OCCUPATIONAL THERAPY AIDE and volunteers engaged in instructing patients in various crafts.

Supervised by: OCCUPATIONAL THERAPIST, CHIEF or COORDINATOR.

Promotion from: May be promoted from OCCUPATIONAL THERAPY AIDE after additional training and experience.

Promotion to: OCCUPATIONAL THERAPIST, CHIEF.

PROFESSIONAL AFFILIATIONS

American Occupational Therapy Association
250 West 57th Street
New York, N.Y. 10019

Physical Medicine and Rehabilitation Department **Occupational Therapist, Chief 079.128**

OCCUPATIONAL THERAPIST, CHIEF

JOB DUTIES

Supervises and coordinates activities of the occupational therapy program in hospitals to rehabilitate physically or mentally ill patients:

Establishes goals and policies for the occupational therapy section of the Physical Medicine and Rehabilitation Department. Establishes standards for patients' participation in occupational therapy. Establishes reporting procedures and types of record to be maintained in the department. Compiles statistical data from reports.

Confers with physicians regarding referral procedures. Schedules patients for treatment in accordance with available personnel and equipment and assigns cases to therapists. Supervises and observes therapists engaged in instructing patients in such treatment activities as practice in prevocational and homemaking skills and activities of daily living, functional activity program to promote physical function, perceptual-cognitive motor abilities, adjustment to disability, upper extremity prosthetic and orthoptic training, and family orientation. Observes personnel in performance of duties to evaluate efficiency, skill, abilities, and attitudes toward fellow workers and patients, for use in recommending personnel actions and determining program effectiveness.

Responsible for personnel policies of the section. Administers staff appraisal, employment, and dismissal, as indicated. Trains new personnel; lectures students and nurses on phases of occupational therapy and its effects on patients.

Attends case conferences with physicians and nurses to discuss and evaluate patient's condition, progress, and plans for therapy.

Performs related duties. Supervises and maintains treatment charges for the Financial Management Department for inclusion with patients' charges. Submits annual reports and budget requests. Inventories and requisitions supplies and equipment. Requisitions repairs for equipment and facilities.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

A wide variety of machines, tools, equipment, materials, and supplies used in occupational therapy activities such as metalcrafts, woodworking, weaving, games, and creative arts.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college with a 4- or 5-year course leading to a Bachelor of Science degree in occupational therapy. Certification by the Board of Registry of the American Occupational Therapy Association.

Three years' hospital experience in the position of OCCUPATIONAL THERAPIST is required.

Advanced postgraduate training is desirable.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to communicate with departmental and hospital staff and patients and to establish policies and reporting procedures.

Interests: A preference for working with people, as in developing programs of greatest therapeutic benefit to each patient, instructing in craft techniques, watching patients' progress carefully, and adjusting program to continue challenging the patient.

A preference for people and for communicating ideas, in encouraging creativity, initiative, ingenuity, and resourcefulness.

A preference for abstract and creative activities, such as developing specific therapeutic programs, sometimes involving novel combinations of activities, creating designs and models for guidance, and instructing patients.

Temperaments: Ability to direct, control, and plan activities, such as developing occupational therapy programs, adjusting them as patients' condition changes, and instructing the patients.

Must be able to deal with people in actual job duties beyond giving and receiving instructions, such as encouraging patients in their projects and discussing their progress with members of the therapy team.

Able to observe patients' behavior and examine their work products to evaluate their progress.

Physical Demands and Working Conditions: Work is light. Lifting and carrying supplies weighing up to 20 pounds to and from work area.

Sitting and walking intermittently during work shift.

Reaching for, handling and fingering equipment, tools, and materials while instructing patients.

Normal vision is required.

Works inside.

JOB RELATIONSHIPS

Workers supervised: OCCUPATIONAL THERAPIST, OCCUPATIONAL THERAPY AIDE, and volunteers engaged in instructing patients in various crafts.

Supervised by: PHYSIATRIST, COORDINATOR, or physician in charge of patient.

Promotion from: OCCUPATIONAL THERAPIST.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Occupational Therapy Association
250 West 57th Street
New York, N.Y. 10019

Physical Medicine and Rehabilitation Department **Occupational Therapy Aid 079.368**

OCCUPATIONAL THERAPY AIDE

attendant, occupational therapy

JOB DUTIES

Assists OCCUPATIONAL THERAPIST in administering medically prescribed occupational therapy program to assist in rehabilitating patients in hospitals and similar institutions:

Confers with OCCUPATIONAL THERAPIST to discuss details of work assignments, using arts and crafts activities such as woodworking, leathercraft, ceramics, textilecraft, and other creative projects. Organizes patients into groups and distributes arts and crafts materials and supplies in accordance with assigned projects or carries equipment and supplies to patients confined to beds. Instructs patients in use of tools and equipment and assists where necessary to develop interest and maintain morale. Observes patients' activities and makes reports to aid in evaluation of progress. Watches patients for signs of distress and fatigue and adjusts activities accordingly.

Stores equipment and supplies.

May assist OCCUPATIONAL THERAPIST to adapt or devise equipment, splints, and other self-help items to assist the patient in achieving more independence.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

A wide variety of machines, tools, equipment, materials, and supplies used in occupational and recreational activities, such as metalcrafts, woodworking, weaving, games, and creative arts.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with some knowledge of subjects to be taught as industrial arts and homemaking, including sewing or working knowledge of a craft or hobbies.

Some experience in a hospital is desirable.

Worker receives on-the-job training in methods and procedures.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to work from written and oral instructions and to converse with patients.

Spatial and form perception are necessary to visualize shapes, patterns, and other pertinent details in specifications and pictures.

Motor coordination and manual and finger dexterity are necessary to coordinate movement of eyes, hands, and fingers and to manipulate tools and materials while instructing patients.

Color discrimination may be necessary when using colored arts and crafts materials.

Interests: A preference for working with people and for communicating ideas when instructing patients in the arts and crafts program.

Temperaments: Ability to undertake a variety of changing duties as required by many different projects.

Able to work under specific instructions as to scope of a project but to use initiative and judgment in adapting project to patient.

Ability to communicate with patients to convince them projects are for their benefit.

Capable of working with a variety of patients, many of whom are disturbed.

Physical Demands and Working Conditions: Work is light. Lifting and carrying supplies weighing up to 20 pounds to and from work area.

Sitting and walking intermittently during work shift.

Reaching for, handling and fingering equipment, tools, and materials while instructing patients.

May lift and carry child patients, and assist in transfer of patients in wheelchairs or other devices.

Normal vision is required.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: OCCUPATIONAL THERAPIST.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Occupational Therapy Association
250 West 57th Street
New York, N.Y. 10019

PHYSICAL THERAPIST

physiotherapist

JOB DUTIES

Organizes and conducts medically prescribed physical therapy program in hospital, residential institution, outpatient clinic, or public health agency to restore function; prevent disability following disease, injury, or loss of a body part; and help the patient reach his maximum performance and assume a place in society while learning to live within the limits of his capabilities:

Plans therapy program for each patient, involving physical means, such as exercise, massage, heat, water, light, and electricity as prescribed by physician. Applies diagnostic and prognostic muscle, nerve, joint, and functional ability tests. Directs and aids patients in active and passive exercises, muscle reeducation, and gait (walking) and functional training, utilizing pulleys and weights, steps, and inclined surfaces. Makes use of equipment, such as ultraviolet and infrared lamps, low-voltage generators, diathermy, and ultrasonic machines. Gives whirlpool and contrast baths and applies moist packs. Directs patients in care and use of wheelchairs, braces, canes, crutches, and prosthetic and orthoptic devices. Gives instruction in posture control and therapeutic procedures to be continued by patient. Adapts conventional physiotherapeutic techniques to meet the needs of patients unable to comprehend verbal commands or voluntarily carry out a regime of therapeutic exercise.

Evaluates, records, and reports patients' progress for review by other members of rehabilitation team. Requisitions supplies and equipment. May direct and supervise activities of assistants or volunteer workers. May conduct or participate in training medical and nursing personnel, students, and other workers in physical therapy techniques and objectives.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Such physical therapy devices as: Exercise tables, stationary bicycles, walkers, wheelchairs, practice stairs, mariner's wheel, parallel bars, pulleys and weights, lamps, hydrotherapy tanks, and other equipment and apparatus.

EDUCATION, TRAINING, AND EXPERIENCE

B.S. degree in physical therapy from an accredited institution offering training in this specialty, plus a supervised clinical internship of approximately 4 months to prepare for professional registration. Individuals holding a bachelor's degree in a related field may enroll in a certificate course, offered by some schools, for a period of 18 months to 2 years. Most States now require an examination before granting a license to practice physical therapy. Master's degree programs are offered by some universities. Short courses are offered for specialized training in specific therapeutic skills.

When educational requirements are met, no previous experience is necessary.

Up to 6 months' on-the-job training to become familiar with hospital equipment and regulations, doctors' techniques, and department procedures.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand medical terminology and how it applies to physical therapy; to communicate with patients, staff, and physicians; and to prepare meaningful reports.

Spatial and form perception are necessary to visualize anatomical structure of the disabled part of the body and the relation of the therapeutic devices in remedial actions.

Clerical perception is necessary to keep accurate records of patients' treatment, reactions, and evaluation of progress.

Motor coordination and manual and finger dexterity are most necessary when massaging patients and handling therapeutic equipment and apparatus.

Interests: A preference for working with people to meet the therapeutic needs of the handicapped.

A preference for people in communicating with the handicapped and motivating them toward recovery.

Temperaments: Ability to perform in situations requiring direction, control, or planning of an activity or the activities of others to initiate and conduct therapy program.

Able to deal with many different kinds of activities and people to effect patients' improved adjustment and to motivate them to initiate or continue physical therapy.

Must be able to form conclusions reflecting patients' progress on basis of both sensory or judgmental criteria and measurable or verifiable criteria, indicated by their reaction to therapy activities.

Physical Demands and Working Conditions: Work is medium. Lifting and carrying equipment, supplies, and materials up to 50 pounds without help, over 50 pounds with the help of mechanical devices or other personnel.

Stooping, pushing, and pulling when moving patient or equipment into position for treatment.

Reaching for, handling, feeling, and manipulating equipment and patient when giving massages.

Talking and hearing to convey instructions and information to patients and staff members.

Visual acuity to perceive reactions to treatment and to read instructions.

Works inside.

JOB RELATIONSHIPS

Workers supervised: PHYSICAL THERAPY AIDE and volunteer and clerical assistants.

Supervised by: PHYSICAL THERAPIST, CHIEF.

Promotion from: No formal line of promotion. May be promoted from PHYSICAL THERAPY AIDE after additional formal training.

Promotion to: PHYSICAL THERAPIST, CHIEF.

PROFESSIONAL AFFILIATIONS

American Physical Therapy Association
1740 Broadway
New York, N.Y. 10019

PHYSICAL THERAPIST, CHIEF

JOB DUTIES

Supervises and coordinates activities of physical therapy program designed to treat disabled, injured, or diseased patients:

Establishes goals and policies for the physical therapy section of the Physical Medicine and Rehabilitation Department. Establishes standards for patients' participation in physical therapy. Establishes reporting procedures and types of records to be maintained. Compiles statistical data from reports.

Consults with physicians regarding treatments and schedules patients for treatment in accordance with available personnel and equipment. Assigns cases to therapists, indicating type and specifications of treatment, type of equipment or therapeutic devices required.

Observes personnel in performance of duties to evaluate efficiency, skill, abilities, and attitudes toward fellow workers and patients for use in recommending personnel actions and determining effectiveness of methods. Introduces and demonstrates new techniques. Observes patients' actions and reactions to prescribed treatment and evaluates progress.

Trains new personnel; lectures students and nurses on phases and effects of physical therapy. Instructs and demonstrates to outpatients and parents of pediatric patients exercises to be performed at home.

Attends case conferences with physicians and nurses to discuss and evaluate patients' condition, progress, and plans for further therapy.

Prepares treatment charges for Financial Management Department for inclusion with patients' charges. Submits annual reports and budget requests. Inventories and requisitions supplies and equipment. Requisitions repairs for equipment and facilities.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Such physical therapy devices as: Exercise tables, stationary bicycles, walkers, wheelchairs, practice stairs, mariner's wheel, parallel bars, pulleys and weights, lamps, hydrotherapy tanks, and other equipment and apparatus.

EDUCATION, TRAINING, AND EXPERIENCE

B.S. degree in physical therapy from an accredited institution offering training in this specialty, plus a supervised clinical internship of approximately 4 months' duration to prepare for professional registration. Individuals holding a bachelor's degree in a related field may enroll in a certificate course, offered by some schools, for a period of 18 months to 2 years. Most States now require an examination before granting a license to practice physical therapy. Master's degree programs are offered by some universities. Short courses are offered for specialized training in specific therapeutic skills.

Three to 5 years' experience as a PHYSICAL THERAPIST is preferred.

One to 3 months' on-the-job training to learn department procedures.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand medical terminology and how it applies to physical therapy; to communicate with patients, staff, and physicians; and to prepare meaningful reports and evaluations.

Spatial and form perception are necessary to visualize anatomical structure of the disabled part of the body and the relationship of the therapeutic devices in remedial actions.

Clerical perception is necessary to keep accurate records of patients' treatment, reactions, and evaluation of progress.

Motor coordination and manual and finger dexterity are most necessary when massaging patients and handling and fingering therapeutic equipment and apparatus.

Interests: A preference for working with people in a physical rehabilitation program. A desire to help people regain physical functions of disabled part of the body.

A preference for technical activities in using therapeutic devices to help disabled people.

Temperaments: Ability to supervise and coordinate activities of physical therapy department.

Able to communicate with patient to establish favorable attitude and to motivate patient to desired cooperation and effort in his rehabilitation development and with other staff and students.

Capability to perform a variety of changing duties depending upon patients' specific therapy program.

Ability to observe all necessary precautions in use of equipment to prevent retarding healing process or injuring patient.

Physical Demands and Working Conditions: Work is medium. Lifting and carrying equipment, supplies, and materials up to 50 pounds without help, over 50 pounds with the help of mechanical devices or other personnel.

Stooping, pushing, and pulling when moving patient or equipment into position for treatment.

Reaching for, handling, feeling, and manipulating equipment and patient when giving massages.

Talking and hearing to convey instructions and information to patients and staff members.

Visual acuity to perceive reactions to treatment and to read instructions.

Works inside.

JOB RELATIONSHIPS

Workers supervised: PHYSICAL THERAPIST, PHYSICAL THERAPY AIDE, volunteers, and clerical assistants.

Supervised by: **PHYSIATRIST or physician in charge of patient.**
Promotion from: **PHYSICAL THERAPIST.**
Promotion to: **No formal line of promotion.**

PROFESSIONAL AFFILIATIONS

American Physical Therapy Association
1740 Broadway
New York, N.Y. 10019

Physical Medicine and Rehabilitation Department **Attendant, Physical Therapy 355.878**

PHYSICAL THERAPY AIDE

attendant, physical therapy

JOB DUTIES

Prepares patients and equipment for physical therapy, assists PHYSICAL THERAPIST in administering treatments, and performs tasks to maintain department in an orderly condition:

Receives work assignments and data concerning preparation for and performance of tasks from PHYSICAL THERAPIST. Obtains equipment, materials, and supplies from storage areas and positions them appropriately for use. Prepares equipment, such as hydrotherapy tanks, paraffin bath, and hot packs, by filling tanks, checking and adjusting temperature controls, and setting automatic timing devices.

Directs and assists patients to walk or uses wheelchair or stretcher to transfer patients to and from wards or waiting room before and after treatments. Assists patients to dress, undress, and don treatment garments and aids. Assists patients to position themselves or assists PHYSICAL THERAPIST to position patients in, at, or on equipment, devices, or treatment tables. Removes and replaces braces, splints, and slings from patients' bodies before and after treatment. Assists therapist to support patient during ambulation and gait training to prevent injuries from falls. Stops equipment and notifies therapist at completion of prescribed treatment period. Observes patients during treatment and notifies therapist of any distress or malfunctioning equipment.

Changes linen on beds and treatment tables. Cleans equipment, storage shelves, tables, chair, and glassware, after use or periodically, using detergents, soaps, water, and rags. Uses mop to dry area around hydrotherapy tanks after use.

May inventory materials and supplies to determine need for requisitions.

May post patient and treatment data in record book when directed by therapist.

May distribute instruction sheets to patients for home exercises and deliver patients' charts to ward doctors for review.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Such physical therapy devices as: Exercise tables, stationary bicycle, walkers, wheelchairs, practice stairs, mariner's wheel, parallel bars, pulleys and weights, hydrotherapy tanks, lamps, and other physical therapy equipment and apparatus.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, including courses in the biological sciences, is preferred.

Some hospital attendant experience is desirable.

Up to 6 months' on-the-job training in use of various equipment and in department methods and procedures.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand oral and written instructions regarding set up and operation of equipment and patient care.

Manual and finger dexterity to adjust equipment.

Body coordination to assist in positioning patient comfortably in, at, or on equipment.

Interests: A preference for routine activities in working with people for their rehabilitation.

Temperaments: Ability to perform a variety of tasks to assist patients and therapist.

Able to work with patients and show tact and consideration to secure cooperation.

Capable of following standard procedures and detailed instructions when assisting patients and setting up equipment.

Physical Demands and Working Conditions: Work is medium. Standing and walking during work shift.

Lifting and carrying equipment. Assists patients into equipment, in moving about, and into and out of clothing.

Visual acuity is necessary to read instructions and charts, control dials or meters, and observe patients who may need assistance during treatment.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: PHYSICAL THERAPIST.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

RECREATIONAL THERAPIST

JOB DUTIES

Plans, organizes, and directs recreation program for patients in hospitals, similar institutions, and special community groups to effect improvement in their physical, mental, and social well-being:

Organizes and directs such activities as sports, dramatics, nature study, social activities, games, and arts and crafts in accord with patients' needs, capabilities, and interests as determined by discussions with other members of the rehabilitation team and interviews with the patient.

Prepares reports for medical staff and other members of treatment team reflecting patients' reactions and symptoms of patients' progress or regression.

Surveys the therapeutic recreation program and recommends changes or modifications. Prepares budgets and periodic reports of activities. Orders and maintains supply of recreation apparatus and equipment.

Assigns duties and delegation of responsibilities and authority to assistants and volunteers.

Attends professional meetings and conventions and reads various journals and periodicals to maintain professional knowledge. Writes articles. Maintains close and cooperative association with therapeutic recreation departments in other community agencies.

May specialize in one or more aspects of recreation, such as arts and crafts or sports.

May make arrangements for movies, live entertainment for special programs, and group outings such as picnics, ball games, or sightseeing.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Sports, game and hobby equipment, playing cards, arts and crafts supplies, kitchen facilities, means of transportation, and books.

EDUCATION, TRAINING, AND EXPERIENCE

College degree in recreation or recreation therapy preferred, although a degree in physical education, social science, job guidance, art, dramatics, or related subjects may qualify.

When educational requirements are met, no previous experience is necessary.

Short on-the-job training to become familiar with hospital facilities and regulations.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to orient services to patients of varying levels of intelligence and interests and to understand medical terminology as related to patients' therapy program.

Motor coordination and eye-hand-foot coordination to lead and participate in such recreational activities as dancing, group sports, and games.

Manual and finger dexterity to participate in and teach arts and crafts, such as ceramics and beadcraft.

Color discrimination for art instruction.

Interests: A preference for people and for communicating ideas to instruct patients and communicate with others.

A preference for abstract and creative activities needed to teach such skills as ceramics and artwork.

A preference for working with people for their presumed good, necessary for working with the physically or mentally ill.

Temperaments: Ability to direct and perform a variety of recreational activities and to respond to varied needs of patients.

Able to plan and direct recreational activities.

Able to deal with people beyond giving and receiving instructions, evidenced in motivating patients and in promoting their adjustment through directed recreational activities.

Ability to interpret feelings, ideas, or facts in terms of personal viewpoint, evidenced in creative recreational activities, such as clay modeling and artwork.

Must be able to evaluate patients' progress on basis of sensory or judgmental criteria.

Physical Demands and Working Conditions: Work may range from light to medium, depending on recreational activities pursued.

Climbing, balancing, stooping, kneeling, reaching, talking, hearing, and visual acuity all required in varying degrees, depending on activity, to demonstrate and engage in prescribed recreational program.

Work is performed both indoors and outdoors.

JOB RELATIONSHIPS

Workers supervised: May supervise an aide and volunteers participating in therapy program.

Supervised by: PHYSIATRIST, COORDINATOR, or physician in charge of patient.

Promotion from: No formal line of promotion. May be promoted from aide after additional formal training and experience.

Promotion to: No formal line of promotion. Advancement is through addition of supervisory, administrative, or teaching duties.

PROFESSIONAL AFFILIATIONS

National Therapeutic Recreation Society
1700 Pennsylvania Avenue, NW.
Washington, D.C. 20006

RADIOLOGY—NUCLEAR MEDICINE DEPARTMENT

PURPOSE: To provide an adjunct diagnostic and therapeutic radiology service as required in examination, care, and treatment of hospital patients.

RESPONSIBILITY: Taking, processing, examining, and interpreting radiographs and fluorographs. Radiographs may be taken for diagnostic purposes or to study physiological processes. Fluoroscoping may be done to study action of internal physiological processes, localize foreign bodies, or for related medical purposes. Radioisotopes are used to indicate the course of compounds introduced into the human body. Radiographs and fluorographs must be examined, and the extent and significance of their pathology or deviation from the normal interpreted. Roentgenotherapy and therapy by radium and radioactive substances are also a responsibility of this department. In large research or teaching hospitals there may be a separate Department of Nuclear Medicine concerned with medical diagnosis and therapy through the use of radioisotopes, as well as research in radiochemial analysis, radiation biology research, instrumentation and monitoring techniques, radioactive waste disposal, control and reduction of occupational and environmental exposures, and special health problems of nuclear propulsion.

In addition to these functions, the department is responsible for planning and carrying out policies and procedures to insure protection to all hospital personnel in contact with radiation modalities; providing consultation and advice to clinicians in interpreting dianostic roentgenological findings; planning diagnostic X-ray procedures and other pertinent matters; administering therapeutic treatment; participating in research programs; presenting films at autopsies and making additional post mortem examinations as required to complete records; participating in hospital's educational program; and maintaining accurate and complete records.

AUTHORITY: The authority for the radiological services of the hospital rests with a DIRECTOR OF RADIOLOGY or RADIOLOGIST (depending upon the size of the department) who reports to the administration on administrative matters and to the Chief of the Medical Staff on professional practices. The DIRECTOR is delegated authority for organization, operation, and training of personnel so that an effective organization is established and maintained. While standardizing agencies recommend medical supervision, the administrative functions may be assigned to the RADIOLOGIC TECHNOLOGIST, CHIEF.

In those hospitals where nuclear medicine has evolved as a separate department, the CHIEF OF NUCLEAR MEDICINE is delegated authority for those workers concerned with theory, research, techniques, and procedures of nuclear medicine. However, few hospitals have developed this separate department with its own staff. The reasons given for this lack of evolution in more hospitals are: (1) Complexity of new techniques, procedures, and equipment; (2) cost of the equipment; (3) necessity for a highly trained staff skilled in the use of these procedures, techniques, and equipment; (4) a relatively small number of cases that require such radiologic services. This is a fast-changing and rapidly advancing segment of medical science. What is written today may well be outmoded tomorrow.

In this study, because of similarity of purpose, responsibility, equipment, and techniques, and since both processes utilize the properties of radioactive substances, nuclear medicine has been combined with radiology.

INTERRELATIONSHIPS AND INTRARELATIONSHIPS: An effective diagnostic and therapeutic radiological program is accomplished through sound planning of the program and its supporting policies and procedures, efficient internal administration and organization, and cooperation and liaison with other hospital activities. The department serves inpatients, and outpatients, and hospital personnel. There must be close coordination between activities of this department and all clinical activities of the hospital. Contact and cooperation with Outpatient Department, nursing service, and medical staff are essential. The DIRECTOR or RADIOLOGIST serves as a member of the medical staff as well as an administrative department head. This department participates in the total hospital program of patient care, research, education, and community health programs.

STANDARDS: The American College of Surgeons and American College of Radiology have cooperated in establishing minimum standards for hospital roentgenological service. To meet the minimum standards, the radiology program should have adequate space and equipment, qualified personnel, proper records and reports, and sufficient authority and personnel to carry out an acceptable program.

The American Registry of Radiologic Technologists and Council of Medical Education and Hospitals of the American Medical Association have formulated standards for technologists and it is recommended that hospitals adopt these standards, which also constitute qualifications for registry by the accrediting agency. Many hospitals conduct their own schools for training RADIOLOGIC TECHNOLOGISTS and other technical workers in the department. These schools are under the direction of a RADIOLOGIST and must meet standards formulated by the Council on Medical Education of the American Medical Association, in conjunction with the American Registry of Radiologic Technologists and American College of Radiology. The Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association has established minimum standards of similar scope for hospital roentgenological services.

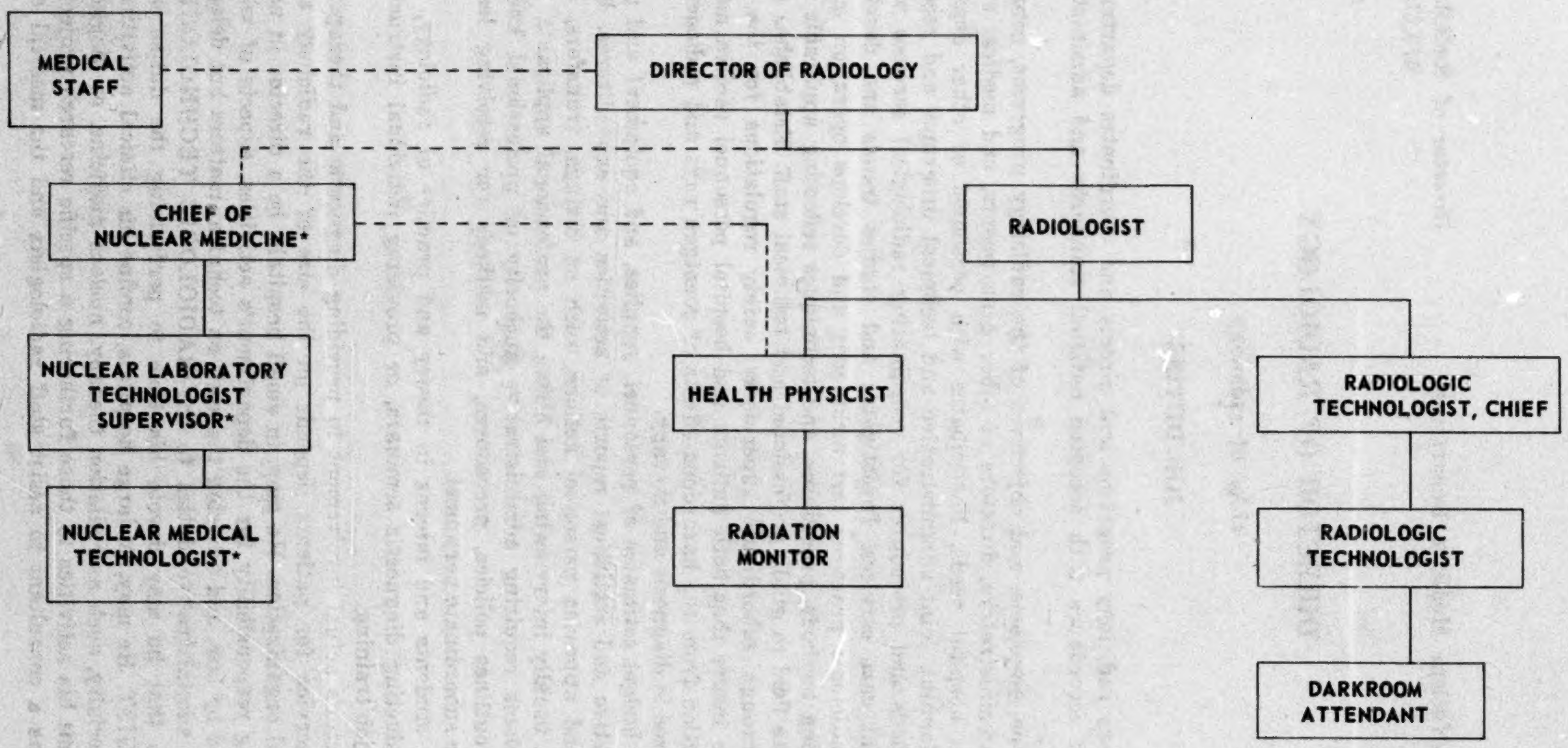
PHYSICAL FACILITIES AND STAFFING: The Radiology Department usually consists of therapeutic radiology, physics, and diagnostic radiology sections. All three provide specialized services to the clinical activities of the hospital.

With the growth of the department's functions, in most instances, it is necessary to provide offices for the DIRECTOR OF RADIOLOGY, RADIOLOGIST, CHIEF OF NUCLEAR MEDICINE, and possibly one for the HEALTH PHYSICIST, who is responsible for protecting the workers in the department by monitoring programs and controlling radiation hazards. Space should be provided for a viewing room; a waiting room; dressing rooms; a dark room; a file room; roentgenography, roentgenoscopy, and roentgenotherapy (one or more rooms); and storage and usage of radioactive materials. In the smaller hospital these rooms may be variously combined. Equipment may be located in a single convenient area or may be dispersed in operating rooms and near outpatient clinics. Portable units can be brought to bedside. Technical equipment should be modern and paced to technological advances but will vary with type and activity of the hospital.

The problems of contamination and exposure to radiation are, of course, present but safety regulations are enforced. All radiology employees wear badges to measure the exact amount of radiation to which they are exposed. Fluoroscopy treatment offers the greatest radiation hazard, and lead aprons and gloves are worn to protect the worker. The badges are checked monthly by the RADIATION MONITOR and resulting information recorded in the Radiology Department records. Radiation hazards can be reduced to a minimum as a result of safety precautions. The Atomic Energy Commission has specific regulations for those workers in nuclear medicine who handle radioisotopes and other radioactive substances.

Responsibility for all radiological examinations, diagnosis, and treatment rests with the department head who may be DIRECTOR OF RADIOLOGY assisted by RADIOLOGIST and CHIEF OF NUCLEAR MEDICINE. All three should hold a degree of Doctor of Medicine or Osteopathy from an accredited medical school or school of osteopathy and have qualifications in radiology acceptable to the Council on Medical Education and Hospitals of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. A part-time RADIOLOGIST who periodically visits the hospital and makes necessary interpretations of X-ray films is the usual practice followed in the small hospital, although this does not preclude study and interpretation of films by a qualified attending staff physician. If a member of the medical staff with fundamental training in radiology is assigned to supervise the service, a RADIOLOGIST should be engaged and called upon to interpret obscure findings. RADIOLOGIC TECHNOLOGISTS and NUCLEAR MEDICAL TECHNOLOGISTS operate radiologic equipment for diagnosis and therapy. The films are processed by the DARKROOM ATTENDANT.

RADIOLOGY - NUCLEAR MEDICINE DEPARTMENT


MEDICAL STAFF
DIRECTOR OF RADIOLOGY
CHIEF OF NUCLEAR MEDICINE*
RADIOLOGIST
NUCLEAR LABORATORY TECHNOLOGIST SUPERVISOR*
NUCLEAR MEDICAL TECHNOLOGIST*
HEALTH PHYSICIST
RADIATION MONITOR
RADIOLOGIC TECHNOLOGIST, CHIEF
RADIOLOGIC TECHNOLOGIST
DARKROOM ATTENDANT

*This job may be found in the Radiology Department or separate in a Department of Nuclear Medicine.

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR OF RADIOLOGY

chief of radiology

JOB DUTIES

Administers radiology programs and directs and coordinates department activities in accordance with accepted national standards and administrative policies:

Plans scope, emphasis, and objectives of the radiology programs, conferring with administrators, directors of other departments, and medical staff to ascertain hospital needs. Participates with personnel of other departments in planning joint administrative and technical programs and recommends methods and procedures for coordinating radiological services with other patient care services. Investigates and studies trends and developments in radiologic practices and techniques and develops operation manuals, outlining methods, procedures, and techniques reflecting applicable advances in the field to guide professional and technical staff. Establishes and enforces, through subordinate supervisors, safety regulations for the department to insure that both patients and hospital personnel receive maximum protection from the hazardous effects of roentgen rays and radioactive materials used in diagnosis and therapy.

Prepares budget estimates of personnel, supplies, and equipment and prepares narrative and statistical reports of activities and expenditures. Recommends and approves personnel actions, such as hirings, transfers, and promotions, usually interviewing and hiring the professional applicants. Resolves problems requiring administrative authority or professional knowledge, and outlines policies, procedures, and methods for resolving lesser problems by subordinate personnel.

Instructs students and interns in theory and practice of radiology, lecturing, conducting diagnostic seminars, or providing individual instruction and on-the-job training.

The director's actual involvement in providing diagnostic and therapeutic radiology service for patients depends on the size of the radiology staff and hospital organization. He may, in small hospitals, be a director in name only, having responsibility for the department's activities, aspects of which are required by law, and advising the staff on technical matters but delegating actual administrative duties to the RADIOLOGIC TECHNOLOGIST, CHIEF, so that he may devote his time to performing the duties of a RADIOLOGIST. He may, in large hospitals, confine his clinical activities to a single specialty, such as radiation therapy, nuclear medicine, or diagnosis. He may limit his activities to those furthering a specific research project or act solely as a consultant to assist staff radiologists and the medical staff with unusual or complex cases. His services as consultant, adviser, and coordinator may, in some communities, extend to other hospitals, especially if the other hospitals have limited radiological services. His research activities are also determined by the size and kind of hospital as well as by his own interests and abilities. He may, in a large hospital, determine the nature of research to be performed and assign specific projects to staff members.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

The administrative duties of this occupation do not require any machines, tools, equipment, or work aids. However, if he is performing any diagnostic or therapeutic radiology, he will use what the specific procedure requires, such as X-rays and an X-ray viewer for diagnostic work.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school recognized by the Council on Medical Education and Hospitals of the American Medical Association or Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. License to practice medicine or osteopathy in State where located.

For certification by the American Board of Radiology, applicant must have 3 years' special training in radiology in clinics, hospitals, or dispensaries recognized and approved by the Board and by the Council on Medical Education and Hospitals of the American Medical Association.

Four to 6 years' radiology specialization, 1 or more of which was in supervisory or administrative capacity.

WORKER TRAITS

Aptitudes: Verbal ability is required to read and understand professional and technical radiologic and medical material; to communicate with administrative and medical personnel; to write administrative reports and technical manuals; and to lecture to students.

Numerical ability is required to prepare budget estimates and statistical reports of departmental activities.

Interests: A preference for business contacts with people, in coordinating department services with other departments for the best patient care services.

A preference for communicating ideas, in planning emphasis and objectives of radiology programs, preparing manuals, and lecturing to students.

Temperaments: Ability to plan and control activities and personnel of the radiology department.

Ability to deal with people in planning and coordinating work programs and in making diagnostic recommendations based on measurable and verifiable criteria.

Physical Demands and Working Conditions: Work is sedentary.

Reaching for and handling X-rays and reports.

Talking and hearing when lecturing, interviewing applicants, and attending patients.

Near-visual acuity, depth perception, and accommodation in reading radiographs and conducting examinations and therapy treatments.

Works inside. Radiation hazards are fewer for this worker than for others in the department, since exposure is less frequent.

JOB RELATIONSHIPS

Workers supervised: **All persons assigned to Radiology Department (professional, technical, clerical, and paramedical).**

Supervised by: **ASSOCIATE ADMINISTRATOR for administrative purposes, and Chief of Medical Staff for professional practice.**

Promotion from: **RADIOLOGIST.**

Promotion to: **No formal line of promotion.**

PROFESSIONAL AFFILIATIONS

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

American Osteopathic Association
212 East Ohio Street
Chicago, Ill. 60611

American College of Radiology
20 North Wacker Drive
Chicago, Ill. 60606

RADIOLOGIST

roentgenologist

JOB DUTIES

Diagnoses and treats abnormalities of the human body, using radiant energy, and instructs medical students and interns in theory and application of radiology:

Determines, on the basis of patients' physical condition, history, and symptomology, what radiologic examinations are necessary for accurate diagnosis. Prescribes X-rays for specific body areas to be taken by RADIOLOGIC TECHNOLOGIST. Administers any radiopaque substances which the patient cannot take orally or injects radioisotope-tagged compounds to render internal structures and organs visible to diagnostic X-ray or fluoroscope screen. After study of developed X-rays or fluoroscope, evaluates findings, correlating them with other examinations and tests. Records diagnosis and recommendations for inclusion in patient's record and forwards to attending physician. Serves as consultant to other department heads to interpret radiologic findings and assist in determining nature and extent of necessary treatment.

Supervises treatment for benign or malignant internal and external growths and certain diseases amenable to the effects of radiation, using X-ray or radioactive substances. Evaluates patient's condition, stage of development, and severity of affected area; determines best radiologic therapy for particular patient and prescribes the kind, amount, and frequency of radiation. Reviews patient's chart and interprets each subsequent X-ray to evaluate the effectiveness of the treatment and to verify the technologist's adherence to the prescription. Where surgery is involved, participates as a member of the medical team, performing those aspects of treatment requiring his special skill or knowledge.

Conducts training courses for medical students, interns, nurses, and radiology staff in the science and technology of radiology and its medical application. Designs practical exercises to implement knowledge acquired in the classroom, including patients undergoing treatment and use of radiologic equipment.

Attends local and regional seminars, conferences, and equipment showings.

Performs administrative duties such as: Establishing procedures to incorporate hospital regulations and professional standards; directing activities of department staff and students to insure compliance with established procedures; coordinating department's operations with those of other departments to insure prompt, efficient, and complete patient care; estimating budget requirements for the hospital's radiologic program; selecting applicants for staff positions and for admission to the school for radiologic technology; and planning curriculum for the school of radiologic technology.

May participate in research development.

May specialize in diagnostic radiology, radiation therapy, or nuclear medicine.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

X-ray apparatus, scintillation counter, scaler, Geiger counter, scanner, and all other materials, tools, equipment, and work aids required for specific radiologic examinations and therapy treatment.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school recognized by the Council on Medical Education and Hospitals of the American Medical Association or Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. License to practice medicine or osteopathy in the State where located.

For certification by the American Board of Radiology, applicant must have 3 years' special training in radiology in clinics, hospitals, or dispensaries recognized and approved by the Board and by the Council on Medical Education and Hospitals of the American Medical Association.

WORKER TRAITS

Aptitude: Verbal ability is necessary to read and understand progressional and technical radiologic and medical materials, to compile and evaluate patient-health data to arrive at an accurate diagnosis, to communicate with others, and to prepare medical reports.

Numerical ability is necessary to determine therapeutic dosages of radioactive materials to combat effects of specific diseases and duration of radiologic treatments.

Spatial ability is necessary to visualize inner structure of human body in carrying out radiologic diagnostic examinations and therapy treatments, especially surgical implantation of radioactive materials.

Form perception is necessary to make visual comparisons and discriminations and perceive pertinent detail in all types of radiographs.

Manual and finger dexterity is necessary to execute deft, precise movements of hands and fingers when performing physical and radiologic examinations.

Interests: A preference for communicating ideas, in conducting radiologic examinations and therapy treatments and interpreting radiologic findings to technologists and other physicians.

A preference for scientific and technical activities to master fundamentals, techniques, and procedures of radiology.

A preference for processes, machines, and techniques, to conduct radiologic examinations and therapy treatments.

Temperaments: Ability to work with people in supervising, training, and exchanging information.

Able to attain set limits in conducting radiologic examinations and therapy treatments.

Capability to evaluate radiologic findings against measurable and verifiable criteria.

Physical Demands and Working Conditions: Work is light.

Frequent reaching, handling, and fingering to conduct radiologic examinations and therapy treatments.

Frequent talking and hearing in conducting examinations and treatments, supervising, training, and coordinating with other physicians.

Near-visual acuity, depth perception, and accommodation in reading radiographs and conducting examinations and treatments.

Works inside. Radiation hazards are fewer for this worker than for others in department, since exposure is less frequent.

JOB RELATIONSHIPS

Workers supervised: All persons assigned to Radiology Department (professional, technical, clerical, and paramedical).

Supervised by: DIRECTOR OF RADIOLOGY.

Promotion from: No formal line of promotion.

Promotion to: DIRECTOR OF RADIOLOGY.

PROFESSIONAL AFFILIATIONS

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

American College of Radiology
20 North Wacker Drive
Chicago, Ill. 60606

American Osteopathic Association
212 East Ohio Street
Chicago, Ill. 60611

Radiology—Nuclear Medicine Department **X-Ray-Developing-Machine Operator 976.885**

DARKROOM ATTENDANT

JOB DUTIES

Develops exposed X-ray film to produce roentgenographs, using either an automatic developing machine or a series of standard solutions and water baths:

Tends automatic equipment which develops exposed X-ray film. Removes film from holder; positions film or plate on machine feeder, which carries it through developing, fixing, and washing solutions and drier, dropping processed film into holding tray. Verifies temperature of solutions with photographic thermometer and adjusts to optimum processing temperatures.

Or, develops film (certain types such as dental films cannot be developed by machine) by immersing in developing solution, water bath, fixing solution, and final water bath for specified times for each type of film. Places film in drying cabinet or suspends in a rack to dry. May mix solutions.

Performs related duties such as: Reloading film and plate holders; delivering roentgenographs to RADIOLOGIC TECHNOLOGISTS or physicians; making copies of X-ray film using a duplicating machine; replenishing medical supplies in X-ray room; may mark identification symbols on film; and make minor adjustments to equipment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Automatic X-ray developing machine, chemical solutions, and processing tanks.

EDUCATION, TRAINING, AND EXPERIENCE

Some institutions require high school education or equivalent.

No experience is required, and training will range from 1 week to 2 months, depending on number of machines and kinds of equipment worker will use and additional related tasks he is expected to perform.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand written or oral instructions pertaining to machine operation and hand developing of X-rays.

Manual and finger dexterity for loading and unloading film cases.

Interests: A preference for routine, organized activities involved in processing of X-ray films and plates.

Temperaments: Ability to carry out repetitive short-cycle operations when feeding automatic developer or processing film by hand.

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Ability to work to set procedures.

Physical Demands and Working Conditions: **Work is light. Standing most of the time.**

Reaching for, handling, and fingering films, film racks, holders, timers, and machine controls.

Works inside, most of the time in a darkroom.

JOB RELATIONSHIPS

Workers supervised: **None.**

Supervised by: **RADIOLOGIC TECHNOLOGIST, CHIEF.**

Promotion from: **No formal line of promotion. This may be an entry job.**

Promotion to: **No formal line of promotion. May qualify to enter hospital's school for RADIOLOGIC TECHNOLOGIST if worker passes entrance examination and has adequate academic background.**

PROFESSIONAL AFFILIATIONS

None.

HEALTH PHYSICIST

radiological physicist

JOB DUTIES

Devises and directs research, training, and monitoring programs to protect hospital patients and laboratory personnel from radiation hazards and recommends pertinent safety precautions:

Conducts research to develop inspection standards, radiation exposure limits for personnel, safe work methods, and decontamination procedures and tests surrounding areas to insure that radiation is not in excess of permissible standards, which have been established by regulations of the Atomic Energy Commission. Designs or modifies such health-physics equipment as detectors and counters to improve radiation protection. Assists in developing standards of permissible concentrations of radioisotopes in liquids and gases. Directs testing and monitoring of equipment and recording of personnel and plant area radiation-exposure data. Requests bioassay samples from individuals believed to be exposed.

Consults with scientific personnel regarding new experiments to determine that equipment or plant design conforms to health-physics standards for personnel protection.

Supervises radiation monitoring personnel and directs monitoring of hospital areas and worksites. Requisitions and maintains inventory of instruments. Records location and quantity of radioactive sources assigned to departments.

Instructs personnel in principles and regulations related to radiation hazards. Assigns film badges and dosimeters to personnel and recommends changes in assignments for health reasons. Demonstrates equipment operation and maintenance, decontamination techniques, and emergency procedures.

Writes instructional aids on fundamentals of radiological science and discipline, legal requirements of radiation control, and the services of the department. Prepares reports on analysis of radiation hazards in the hospital and makes recommendations for improved methods of control. Prepares budget records and reports.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Detection instruments, meters, counters, probes, and inspection records.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited college or university with a B.S. in physics, chemistry, or engineering.

Two years' college with qualifying courses in physical and radiological sciences plus 2 years' experience as a RADIATION MONITOR.

On-the-job training is minimal.

WORKER TRAITS

Attitudes: Verbal ability is necessary to comprehend complex scientific and technical information, to discuss procedures and methods with research and management personnel, and to prepare reports and analyses of radiation hazards.

Numerical ability is necessary to calculate maximum safety exposure factors and to prepare budget records and reports. Should be able to work with chemical formulas and algebraic equations.

Manual dexterity is necessary to handle various instruments and probes when monitoring for unsafe radioactivity.

Interests: A preference for scientific and technical activities to determine hazards to health of hospital patients and personnel from sources of stray radiological emissions and to perform research activities.

Temperaments: Ability to plan, direct, and control the entire program of training, education, and monitoring radiation health and safety measures.

Capability to communicate with personnel concerning research, training, and consultation.

Able to evaluate results of monitoring against specific rules and regulations and make decisions for greater safety against radiation hazards to patients and personnel.

Physical Demands and Working Conditions: Work is light. Occasional lifting (rarely exceeding 20 pounds), stooping and bending, and reaching for and handling monitoring equipment to demonstrate work procedures.

Converses with others to explain and demonstrate.

Must be able to hear radioactive "crackle" when using certain detection devices.

Normal vision to read meters, business records, and reports.

Works inside. Worker is exposed to varying degrees of radiation when testing for stray radioactivity and especially when entering areas where spillage and contamination by isotopes have occurred. Safety devices and protective clothing reduce the hazard of exposure.

JOB RELATIONSHIPS

Workers supervised: RADIATION MONITOR.

Supervised by: Head of Department or ASSOCIATE ADMINISTRATOR.

Promotion from: May be promoted from RADIATION MONITOR.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Health Physics Society
194 Pilgrim Road
Boston, Mass. 02215

RADIATION MONITOR

health physics technician
personnel monitor

JOB DUTIES

Operates various radiation detectors and counters to locate and identify sources of stray radiant energy to determine hazards to health of hospital patients and institutional personnel from sources such as X-ray machines and therapeutic and experimental use of radioactive isotopes; carries out procedures for control of radioactive contamination and disposal of wastes; and prepares routine and special reports regarding incidents of potential and actual hazardous usage of radiochemicals:

Operates detectors and counters to inspect areas for stray radioactivity. Transports portable radiation-detection instruments, such as beta-gamma survey meter, gamma background monitor, or alpha-beta-gamma counter, depending on type of radioactivity expected, on planned rounds of hospital area where radiographic examinations and nuclear therapy are performed or radiosotopes are utilized. Switches instruments on and passes detector probe or ionization cell over laboratory work areas, outside walls, or protective clothing and equipment to monitor them for radioactivity that should not be present. Visually inspects equipment for structural defects or damage that may be potentially hazardous. Reads dials on detector, notes radioactivity level, type of radiation indicated, and emission rate expressed in milliroentgens per minute and compares readings with standards established by regulations of the Atomic Energy Commission (AEC) or State agencies such as Public Health for safety. Rubs equipment, floors, or walls with smear-swipes in locations that reveal evidence of radioactivity and places smear-swipes inside counter to obtain reading. Procures air samples in suspected areas using vacuum pump equipped with microphore filter and places sample in detector to determine if individuals have been exposed to hazardous amounts of radiation. Monitors packages of radioactive materials, such as isotopes consigned to department, for leakage or contamination. Notes readings obtained on monitoring tours in inspection notebook and in laboratory logs for future reference by unit concerned and by radiological safety department regarding radiation levels and evidence of contamination.

Cleans up contamination and disposes of wastes: Responds to emergency calls from institutional personnel or reacts to "hot" (contamination) readings obtained during routine inspections. Marks off areas such as furnishings, laboratory floors, or walls that are "hot" from stray radiation or accidents such as spilling of radioactive isotopes. Puts on protective clothing such as boots, gloves, and apron and cleanses areas using dilute-and-disperse or concentrate-and-define methods, as judgment dictates. Removes portions of flooring, furnishings, equipment, or plaster as necessary to eliminate contamination and places materials in identified containers specified for disposal in accordance with severity of hazard and as prescribed by departmental procedures based upon Atomic Energy Commission regulations.

Receives, stores, and issues certain radioactive materials: Removes incoming lots of materials consigned to department, such as radioactive isotopes, from shipping containers, notes identifying data in record book, and places them in shielded storage areas for issuance to authorized personnel. Checks out material to researchers and tallies quantities and other identifying data for inventory control in accordance with departmental regulations. Places identified waste materials in safe storage areas for subsequent disposal in accordance with AEC regulations and assists in placing waste materials in truck for hauling to designated burial ground in remote area.

Instructs health science and other institutional personnel in measures for control of radioactive hazards: Studies radiochemistry laboratory techniques, changes in laboratory facilities and personnel-organizational structure, and maintains current knowledge of routine and emergency decontamination procedures through reading AEC and public health publications and review of training and departmental directives. Instructs research or therapeutic personnel orally and demonstrates equipment and techniques to be employed in the event of radioactive hazard zones; informs maintenance employees of significance of radiation-warning symbol and of precautions to be observed in working in such areas and handling of radioactive-contaminated material.

Maintains record book and prepares reports relating to potential and actual incidents of hazardous radiochemical techniques: Records radiation readings (obtained in laboratories and other areas inspected) in inspection notebook provided for that purpose in accordance with AEC regulations, details action he has undertaken and that of laboratory personnel to cope with unsafe radiation levels. Inspects laboratory logs to ascertain disposal of isotopes issued to given laboratory including what was done with wastes, and records information in notebook. Notes any discrepancies in figures for discussion with researchers as a means of preventing loss or straying of hazardous chemicals and reports facts to HEALTH PHYSICIST. Writes special reports for attention of HEALTH PHYSICIST regarding occurrence of accidents that may involve radioactivity and concerning personnel or property.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Survey meters, counters, detector probes, ionization chamber, pocket dosimeter, smear-swipes, film badges, vacuum pumps, inspection records, and logs.

Also works with various protective devices such as shields, masks, boots, and gloves.

EDUCATION, TRAINING, AND EXPERIENCE

High school diploma, with courses in mathematics, physics, and chemistry, is the usual minimum requirement. Completion of some college courses in physical or biological sciences is preferred.

Some employers will hire without direct experience, provided the applicant has worked 1 or 2 years with laboratory equipment and has college-level science courses. Others prefer 1 to 2 years' experience with radiation monitoring.

Up to 30 days' on-the-job training to become acquainted with the layout of the institution and location of equipment and to learn hospital rules and regulations.

WORKER TRAITS

Aptitudes: Verbal ability is needed to read and understand techniques of radiochemistry and to follow instructions for operating detection equipment.

Numerical ability is needed to calculate amount of time personnel may be safely exposed to radiation, keep accurate logbooks, and inventory control.

Clerical perception is needed in maintaining inspection and inventory records and to record meter readings.

Manual dexterity is needed to handle various instruments and probes when monitoring for unsafe radioactivity.

Interests: A preference for scientific and technical activities to determine hazards to health of hospital patients and personnel from sources of stray radiological emissions.

A preference for processes, machines, and techniques of determining radiological hazards through use of detection devices.

Temperaments: Ability to evaluate duration and intensity of radiation on basis of instrument reading.

Ability to be accurate when making calculations and working with detection equipment.

Physical Demands and Working Conditions: Work is of medium demand. Frequent carrying of instruments weighing up to 20 pounds; occasional lifting of disposal containers weighing up to 40 pounds.

Frequent walking is involved.

Reaching for, handling, and fingering instruments, dials, and switches.

Stooping and kneeling to probe undersides of equipment.

May climb ladders to monitor walls and ceilings.

Talking and hearing to discuss safety procedures with personnel.

Must be able to hear "crackling" of radiation through detection devices.

Normal vision to read meters.

Works inside, but may go out of building to disposal sites and to carry containers to trucks. Worker is exposed to varying degrees of radiation when testing for stray radioactivity and especially when entering areas where spillage and contamination by isotopes have occurred. Safety devices and protective clothing reduce exposure hazard.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: HEALTH PHYSICIST.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Radiology—Nuclear Medicine Department **Radiologic Technologist**
078.368

RADIOLOGIC TECHNOLOGIST

X-ray technologist

JOB DUTIES

Operates X-ray equipment to make radiographs of designated portions of the body and to provide X-ray therapy to patients, under the supervision of a RADIOLOGIST and performs related duties:

Adjusts X-ray equipment to correct setting for each examination, positions and instructs patients, and determines proper voltage, current, and desired exposure time for each radiograph. Arranges, attaches, or adjusts immobilization and supportive devices, such as sandbags, binders, and angleboards to obtain the precise position, prevent patients from moving, and lessen discomfort; adjusts lead shield to protect unaffected parts of the body from exposure to X-ray. Selects proper film and inserts into holder. Positions X-ray equipment at proper distance and angle from patient's body to present clear and undistorted view and adjusts cone to direct concentration of rays on specified area. Steps behind protective enclosure and flips switch to activate machine which automatically cuts off at end of preset exposure time. Repeats exposure procedure from slightly different angles as prescribed by physician. Places exposed film and patients' identification slip into wall safe for processing by darkroom assistant. Follows same procedure to operate mobile X-ray equipment in the operating room, emergency room, or at bedside. Must wear protective clothing.

Before internal organs are X-rayed, it may be necessary for the patient to drink barium salts or another chemical mixture to assure that organs show clearly in the X-ray picture. Prepares and administers these mixtures to the patient.

Under the direction of a RADIOLOGIST, operates X-ray therapy machines to treat patients and may prepare, administer, and measure radioactive isotopes in therapeutic, diagnostic, and tracer studies. Observes patient and machine during treatment.

Develops film by automatic and manual processing. Prepares and maintains records and files as directed. Cleans and makes minor adjustments to equipment. May specialize in taking X-rays of such specific areas of the body as chest, gastrointestinal, orthopedic, or dental. May give on-the-job training to trainees. Assists in performing first aid as necessary. In the absence of the supervisor, may be designated as acting supervisor.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

X-ray machine units, film, fluoroscope, cameras, and protective garments.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent. Satisfactory completion of formal radiologic technology training in an AMA-approved school and ability to meet requirements for registry by the American Registry of Radiologic Technologists (ARRT).

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand oral and written instructions stated in radiologic and medical terms and to exchange information with patients and hospital staff.

Spatial perception is necessary to visualize inner structure of human body in relation to X-ray tube and film in order to obtain radiographs of diagnostic value.

Form perception is necessary to perceive details in X-rays to determine acceptability of exposure.

Clerical perception is necessary to perceive pertinent detail in technique charts and instructions relating to specific radiologic procedures to be carried out.

Manual dexterity is necessary to adjust machine controls, arrange, attach, and adjust supportive devices.

Interests: A preference for scientific and technical activities to master principles, techniques, and procedures of radiology.

A preference for processes, machines, and techniques in obtaining radiographs, developing X-ray film, and performing standard diagnostic tests using radioisotopes.

Temperaments: Ability to obtain satisfactory radiographs by following set procedures and standards.

Capability to evaluate information based on measurable and verifiable criteria.

Able to make contact with people who may be under physical and emotional stress.

Physical Demands and Working Conditions: Medium strength is required to position patients for examination or treatment. May lift patients or assist attendant in lifting them on and off X-ray table.

Standing most of the time.

Pushing mobile X-ray equipment to site where X-rays are to be taken.

Reaching for and handling film, film holders, supportive devices, and machine controls.

Talking and hearing to give instructions to patient.

Near-visual acuity and depth perception to examine exposed film for pertinent detail.

Works inside. Electrical and radiant energy hazards are present. Wears protective gloves and apron during certain procedures; must wear film badge and have periodic blood counts to detect any effects of radiation.

JOB RELATIONSHIPS

Workers supervised: None. May supervise student technologists.

Supervised by: RADIOLOGIC TECHNOLOGIST, CHIEF; RADIOLOGIST.

Promotion from: No formal line of promotion. May be promoted from a student technologist.

Promotion to: RADIOLOGIC TECHNOLOGIST, CHIEF or other senior staff member.

PROFESSIONAL AFFILIATIONS

American Society of Radiologic
Technologists
645 North Michigan Avenue
Chicago, Ill. 60611

American Registry of Radiologic
Technologists
2600 Wayzata Boulevard
Minneapolis, Minn. 55405

Radiology—Nuclear Medicine Department **Radiologic Technologist, Chief**
078.168

RADIOLOGIC TECHNOLOGIST, CHIEF

chief X-ray technologist

JOB DUTIES

Plans, directs, and supervises all technical aspects of the department in regard to services, programs, and evaluations of such programs:

Maintains radiologic services in accordance with standards established by the hospital and with State, local, and Federal standards which may apply. Is responsible for the technical aspect of radiologic safety in the hospital, recommending programing, monitoring, and location of warning or identifying devices in carrying out recommendations of the radiation safety officer.

Recommends equipment modification, new equipment, and essential construction within the department. Is responsible for existing equipment and such contractual services as may be required. Coordinates departmental purchasing and is responsible for stock level, storage, and utilization.

Administers preparation of reports, documents, payroll records, statistical surveys, and other data required. Provides for recruitment, selection, training, supervision, and other personnel matters in the department. Makes work assignments and coordinates requests for radiologic service with hospital routine. Evaluates accuracy and technical quality of X-rays; demonstrates and explains difficult or new techniques and procedures to the technical staff. Delegates responsibilities to designated staff.

Assists RADIOLOGIST with difficult radiologic procedures and performs general technical duties when workload is heavy.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Diagnostic and therapeutic radiographic units, reports and records, and protective garments.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent. Satisfactory completion of formal radiologic technology training in an AMA-approved school and able to meet the requirements for registry by the American Registry of Radiologic Technologists (ARRT).

At least 5 years' experience with appropriate broad experience within the department to be familiar with all aspects of departmental policy and administrative procedures.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to read and understand medical and technical materials and instructions; to communicate with medical, technical, and clerical personnel as well as hospital administrators and patients; and to lecture to students.

Numerical ability is necessary to compile statistical data and prepare reports relating to operating costs, purchases, and services rendered.

Clerical perception is necessary to detect errors in written material and statistical data and when writing and proofreading records and reports.

Spatial perception is necessary to visualize relationships of internal organs in relation to X-ray tube and film in order to obtain radiographs of diagnostic value.

Form perception is necessary to perceive detail in X-rays to determine acceptability of exposure.

Manual dexterity is necessary to adjust machine controls and arrange, attach, and adjust supportive devices.

Interests: A preference for scientific and technical activities to master principles, techniques, and procedures of radiology.

A preference for processes, machines, and techniques to direct RADIOLOGIC TECHNOLOGIST in obtaining radiographs, developing X-ray film, and performing diagnostic tests using radioisotopes.

A preference for people and for communicating ideas in supervising department personnel and assisting them in solving technical problems.

Temperaments: Ability to direct, control, and plan an entire activity and activities of others in the Radiology Department.

Able to evaluate processed X-rays against measurable and verifiable criteria.

Physical Demands and Working Conditions: Work is of medium demand. Stands when supervising technologists and sits when preparing reports.

Reaching for and handling machine controls and setting up equipment.

Talking and hearing to converse with patients and staff and to conduct training classes.

Near-visual acuity, accommodation, and depth perception for setting up X-ray equipment, and preparing and maintaining radiologic records and reports.

Works inside. Electrical and radiant energy hazards are present. Wears protective gloves and apron during certain procedures. May wear film badge and have periodic blood counts to detect effects of radiation.

JOB RELATIONSHIPS

Workers supervised: DARKROOM ATTENDANT, RADIOLOGIC TECHNOLOGIST, NUCLEAR MEDICAL TECHNOLOGIST, clerical assistants, and student technologists.

Supervised by: RADIOLOGIST.

Promotion from: RADIOLOGIC TECHNOLOGIST, NUCLEAR MEDICAL TECHNOLOGIST.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Society of Radiologic Technologists
645 North Michigan Avenue
Chicago, Ill. 60611

American Registry of Radiologic Technologists
2600 Wayzata Boulevard
Minneapolis, Minn. 55404

Radiology—Nuclear Medicine Department **Chief of Nuclear Medicine**
070.118T

CHIEF OF NUCLEAR MEDICINE

director of radioisotope laboratory

JOB DUTIES

Coordinates and directs activities of radioisotope laboratory; instructs students and interns in theory and techniques of nuclear medicine; serves as specialist in diagnosis, internal, and nuclear medicine; and performs nuclear medical research:

Interviews, selects, and hires staff for radioisotope laboratory. Participates in hospital staff meetings to maintain liaison between department and medical staff and to recommend methods and procedures for coordinating functions of the Nuclear Medical Department with other patient care services. Prepares budgets indicating estimated cost of new equipment, maintenance, and personnel costs. Formulates and directs policies and procedures to be followed by staff personnel to provide best possible patient care. Establishes and enforces, through subordinate supervisors, safety regulations for the department to insure that patients and hospital personnel receive maximum protection from the hazardous effects of roentgen rays and radioactive materials used in diagnosis and therapy.

Formulates and conducts teaching program, conferences, and seminars on nuclear medicine for students and interns. Studies technical and trade journals; attends local and national nuclear medicine seminars and medical conferences to acquire and contribute knowledge of procedures and methods.

Examines new patients and discusses diagnoses with attending physicians to determine courses of treatment. Reads medical charts and reports of examinations and tests (made in own department and in other departments) and makes recommendations for treatment plan according to organs or tissues involved and type of radioisotope applicable. Writes instructions on patients' charts to be followed by technologist or technician. Studies scans (X-ray type pictures of a malfunctioning organ or area reproduced in small squares on film plate by the Magna-Scanner and utilizing gamma rays emanating from radioisotopes injected into the patient's body) and X-rays, interprets findings, and records data for hospital records and information of referring physician. Is available to other physicians for discussions, conferences, and advice to benefit patients and to further knowledge of nuclear medicine.

Conducts research in nuclear medicine to discover ways and means of utilizing radioisotopes in diagnosis and treatment of disease. Studies current unsolved medical problems or observes patients' needs and notes area of medicine needing research to select a project in which use of radioisotopes could be applied. Studies similar research projects and reviews known information to become familiar with related aspects of the proposed research. Studies properties of all available isotopes, considering source, half-life (a measure of the rate of decay), and expense to select the one which is specifically adaptable to proposed research. Considers function of organ or tissue involved to select a carrier (an agent—chemical or natural—selected according to its affinity for the involved organ and to, or with, which the isotope is bound or combined to introduce it to the area to be scanned), if one is needed. Assembles all information and writes a protocol to present to the research reviewing board for approval. Delegates authority to technologist or technician to carry out technical aspects of the project according to plan. Writes final report at completion of research and publishes results in medical journals, prepares paper for presentation at seminars, and adapts data obtained to practical use for benefit of patients.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Radioactive compounds and research laboratory equipment and apparatus.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school recognized by the Council on Medical Education and Hospitals of the American Medical Association or Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. License to practice medicine or osteopathy from State where located.

For certification by the American Board of Radiology, applicant must have 3 years' special training in radiology in clinics, hospitals, or dispensaries recognized and approved by the Board and by the Council on Medical Education and Hospitals of the American Medical Association.

Four to 6 years' specialization in nuclear medicine or radiology, of which 1 or more years was in supervisory or administrative capacity.

WORKER TRAITS

Aptitudes: Verbal ability is required to read and understand professional and technical radiologic and nuclear medical materials; to communicate with administrative and medical personnel; to write administrative reports and technical research papers; and to lecture to students.

Numerical ability is required to prepare budget estimates and to apply mathematical formulas in computing radioactive materials.

Manual and finger dexterity is needed to use laboratory instruments and apparatus for research.

Interests: A preference for contacts with people, in coordinating department services with other departments for the best patient care services.

A preference for scientific and technical activities to conduct research to discover ways and means of combating disease with radioactive materials.

Temperaments: Ability to plan, direct, and control activities of the nuclear medical laboratory and its personnel.

Ability to deal with people in planning and coordinating work programs

and in making diagnostic recommendations based on measurable and verifiable criteria.

Capable of working to exact tolerances and standards when performing nuclear medical research.

***Physical Demands and Working Conditions:* Work is light. Standing and walking when lecturing to students and supervising activities of the department.**

Reaching for and handling equipment when performing research.

Talking and hearing when lecturing, interviewing applicants, and attending patients.

Near-visual acuity, depth perception, and accommodation in conducting examinations and in performing research.

Works inside. Rigid adherence to established laboratory techniques and standards prescribed by the Atomic Energy Commission is vital to minimize hazards to the worker. Must wear protective clothing.

JOB RELATIONSHIPS

***Workers supervised:* All persons assigned to Nuclear Medical Laboratory (professional, technical, clerical, and paramedical).**

***Supervised by:* DIRECTOR OF RADIOLOGY and Chief of Medical Staff.**

***Promotion from:* No formal line of promotion.**

***Promotion to:* No formal line of promotion.**

PROFESSIONAL AFFILIATIONS

American College of Radiology
20 North Wacker Drive
Chicago, Ill. 60606

American Medicine Association
535 North Dearborn Street
Chicago, Ill. 60610

American Osteopathic Association
212 East Ohio Street
Chicago, Ill. 60611

Radiology—Nuclear Medicine Department **Nuclear Laboratory Technologist Supervisor 078.221T**

NUCLEAR LABORATORY TECHNOLOGIST SUPERVISOR

radioisotope laboratory supervisor

JOB DUTIES

Supervises and directs activities of personnel engaged in diagnostic laboratory testing, instructs medical students in nuclear medical technology, and performs the technical aspects of nuclear medical research:

Assigns work schedules, explains duties, and interprets policies and regulations. Reviews appointment schedules, suggesting or effecting changes necessary to provide for maximum use of facilities and staff and most efficient service to patients and physicians. Demonstrates and explains procedures and techniques involved in using radioisotopes in diagnostic studies, such as how to compute doses, operate equipment, and minimize the possibility of excessive radiation exposure, for the purpose of training new technologists and improving work performance of regular staff.

Evaluates work performance of staff and makes recommendations for promotions, transfers, or other personnel actions.

Instructs medical students in procedures and techniques in nuclear medical technology, demonstrating laboratory machines and equipment and following a course designed to supplement theoretical instruction.

Performs assigned phases of nuclear research, under direction of CHIEF OF NUCLEAR MEDICINE, concerned with isotopes, carriers, and organs to be studied in terms of research objectives. Injects test doses into the test subject (usually a rabbit); counts and traces the radioactivity, using spectrometer and Magna-Scanner; and records all pertinent data in specified report form.

Insures a sufficient stock of radioisotopes at all times by weekly review of appointment schedules, listing isotope requirements for each test and using knowledge of nuclear medicine. Computes remaining radioactivity of stock on hand and, considering known rate of decay, determines supplementary isotopes needed and prepares requisition.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Magna-Scanner, X-ray machine; spectrometer and laboratory equipment; and glassware, protective clothing.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent. Satisfactory completion of formal radiologic technology training in an AMA-approved school and ability to meet requirements for registry by the American Registry of Radiologic Technologists (ARRT).

WORKER TRAITS

Aptitudes: Verbal ability is needed to give training and work instructions to subordinate personnel, lecture to medical students, and discuss nuclear medical technology with professional medical personnel.

Numerical ability is needed to apply mathematical formulas in computing radioactivity of radioisotopes and dosages.

Spatial ability is needed to visualize spatial relationships of internal organs for proper focus of X-ray machine and to adjust detector head of scanner.

Manual and finger dexterity is needed to adjust machine controls and to use small laboratory instruments for research.

Interests: A preference for scientific and technical activities to master principles of radiology and elements of radiologic procedures, and to perform research in nuclear medicine.

A preference for processes, machines, and techniques of handling radioisotopes in performing diagnostic tests and research.

Temperaments: Ability to direct and control activities of technologists.

Able to evaluate work performance of staff against measurable and verifiable criteria.

Qualified to work to exact tolerances and standards when performing nuclear medical research.

Physical Demands and Working Conditions: Work is light. Standing and walking when demonstrating equipment, lecturing to students, and supervising department activities.

Reaching for, handling, and fingering laboratory glassware and machine dials.

Talking and hearing to instruct students and subordinates, to supervise, and to converse with medical staff.

Visual acuity and depth perception to read machine dials and to distinguish markings on scans.

Works inside.

Exposed to radioactivity while preparing doses to be administered to patients and while handling body products containing isotopes. Protective lead shielding and constant monitoring of laboratory by Geiger counter to safeguard work surroundings. Sensitized film badges are worn by all isotope personnel to measure cumulative radiological exposures. Worker wears disposable gloves and uses metal tongs when preparing isotope doses. Rigid adherence to established laboratory techniques and standards prescribed by the Atomic Energy Commission to minimize hazards to the worker.

JOB RELATIONSHIPS

Workers supervised: NUCLEAR MEDICAL TECHNOLOGISTS.
Supervised by: CHIEF OF NUCLEAR MEDICINE.

Promotion from: NUCLEAR MEDICAL TECHNOLOGIST.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

Registry of Medical Technologists
P.O. Box 2544
Muncie, Ind. 47304

American Society of Radiologic Technologists
645 North Michigan Avenue
Chicago, Ill. 60611

American Registry of Radiologic Technologists
2600 Wayzata Boulevard
Minneapolis, Minn. 55405

Radiology—Nuclear Medicine Department **Nuclear Medical Technologist**
078.381

NUCLEAR MEDICAL TECHNOLOGIST

nuclear laboratory technician, magna scanner
nuclear laboratory technician, spectrometer
radioisotope technician

JOB DUTIES

Operates radioscopic equipment, such as scintillation detectors and scanners, to produce scanograms and measure concentrations of radioactive isotopes in specified body areas and body products to obtain information for use of physicians in diagnosing patient illnesses:

Prepares radioactive isotopes for administration to patient. Studies physician's orders (laboratory request) to determine specific isotope (an element or chemical that has been subjected to radioactivity) required for each type of test ordered. Fills hypodermic syringe with specified amount and type of isotope to be administered by physician or dilutes isotope for oral administration, following specified procedures. Observes strict precautions in handling isotopes to safeguard against overexposure to radiation. Occasionally scrubs, dons sterile clothing, and loads and hands isotope applicator to physician or surgeon in operating room for therapeutic administration of isotopes into body interstices, following strict procedures of asepsis and antisepsis.

Operates scintillation-detection equipment to measure isotope concentrations and scanners to record visual representations of the isotope concentrations in specific body areas of patients. Explains nature of test to patients to allay fears and anxieties associated with equipment and procedures and to obtain cooperation during the test. Assists patient in assuming required anatomical position on bed for display of body area to be studied. Manually positions and adjusts machine over area to be studied, turns knobs, presses switches, sets speed and direction of analyzer or scanning devices. Obtains graph-tracings from analyzer and scanograms and photoscanograms from scanning devices. Adjusts controls according to knowledge of standard settings to produce products of required diagnostic quality.

Performs laboratory tests, such as blood volume, red cell survival, and fat absorption studies, on body specimens (urine, stool, and blood). Calibrates detection equipment for isotope previously administered to patient. Places specimen and standard to and from counting well of spectrometer to obtain count rates for subsequent computations.

Computes results of laboratory tests. Calculates test results, using electric calculator and nomograms, following specified statistical procedures. Posts test results to appropriate forms and routes results to physician for interpretation.

Performs miscellaneous duties. Assays quality of isotopes purchased from local suppliers, using vibrating-reed electrometer and ion chamber. Occasionally monitors contaminated articles and bed linens of patients, using Geiger counter to insure that radioactivity is not spread to unaffected persons.

Keeps records of tests conducted, test results, and use and disposition of isotopes and body products containing isotopes.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Scanners, spectrometers, scintillation detectors, Geiger counter, vibrating-reed electrometer, ion chamber, and protective clothing.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent. Satisfactory completion of formal radiologic technologist training in an AMA-approved school and ability to meet requirements for registry by the American Registry of Radiologic Technologists (ARRT). Completion of courses in radioactive isotopes may be required.

Upon certification, the NUCLEAR MEDICAL TECHNOLOGIST is considered fully qualified to work in an accredited hospital without additional experience.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand technical language used in radiology to communicate with patients for allaying fears and anxieties and obtaining cooperation during test and for periodic review of test instructions and technical literature.

Numerical ability is necessary to use standard mathematical formulas to calculate percentage of an original dose of radioisotope present in a gland, organ, or sample of blood, urine, or feces, after an elapsed period of time.

Spatial perception is required for proper alinement of patient and equipment in three-dimensional perspective required for radiologic procedures.

Manual dexterity is necessary to position patient for radiologic procedures; operate scintillation counters, scalers, and scanners; and handle doses of radium and radioisotopes.

Interests: A preference for scientific and technical activities to master principles of radiology and elements of radiologic procedures. A preference for working with processes, machines, and techniques, in handling radioisotopes, to assist the RADIOLOGIST in therapy treatments and in performing diagnostic tests.

Temperaments: Ability to calibrate equipment to the type and amount of isotope administered and to control the operation of semiautomatic scanners and scintillation machines.

Ability to calculate the test sample against a standard to determine exact properties which involve precise attainment of set standards.

Physical Demands and Working Conditions: Work is light. Considerable standing involved in calibrating and adjusting scanners and scintillation-detection equipment.

Frequent reaching and handling, and occasional fingering and feeling, in performing diagnostic tests and in preparing records and reports.

Talking and hearing to instruct patient and explain the procedures to be carried out.

Near-visual acuity, depth perception, and accommodation in handling and administering isotopes.

Works inside. Exposed to radioactivity while preparing doses to be administered to patients and while handling body products containing isotopes. Uses protective lead shielding and constantly monitors laboratory by Geiger counter to safeguard work surroundings. Sensitized film badges are worn by all isotope personnel to measure cumulative radiologic exposures. Worker wears disposable gloves and uses metal tongs when preparing isotope doses. Rigid adherence to established laboratory techniques and standards prescribed by the Atomic Energy Commission to minimize hazards to the worker.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: NUCLEAR LABORATORY TECHNOLOGIST SUPERVISOR or CHIEF OF NUCLEAR MEDICINE.

Promotion from: No formal lines of promotion.

Promotion to: NUCLEAR LABORATORY TECHNOLOGIST SUPERVISOR or RADIOLOGIC TECHNOLOGIST, CHIEF.

PROFESSIONAL AFFILIATIONS

American Society of Radiologic
Technologists
645 North Michigan Avenue
Chicago, Ill. 60611

American Registry of Radiologic
Technologists
2600 Wayzata Boulevard
Minneapolis, Minn. 55405

SOCIAL SERVICE DEPARTMENT

PURPOSE: To assist in meeting the problems of patients whose physical needs may be aggravated by social factors, and who therefore may require social treatment based on their medical conditions and courses of treatment.

RESPONSIBILITY: To contribute to diagnosis and treatment through an understanding of the social elements of patients' lives in relation to disability, illness, or other problem. By obtaining information about the patients as total individuals in the social and economic environment in which they live and work, their capacity to understand and participate in a plan of medical or psychiatric treatment, their obligations, and their material and personal resources, the department aids the hospital staff in understanding and treating illnesses more effectively. Similarly, by interpreting the plan of treatment to the patients and assisting in their personal affairs so as to bring relief from worry, the Social Service Department contributes to treatment and rehabilitation of the whole person. The department may be responsible for followup visits to homes of discharged patients and outpatients in order to insure continuation of treatment in an atmosphere conducive to preservation of health.

In accomplishing its responsibilities, such functions are performed as the practice of case work and group work; development of a social service program within the hospital; and participation in development of social and health programs in the community, in educational programs for professional personnel, and in medical social research. Records to be incorporated with patients' charts must be kept on the work with the patients as a service to the patients, and for educational and research purposes. Social workers are assigned to duty in various clinics and in patient services of the hospital where they assist patients referred to them by the medical staff or other persons and agencies.

AUTHORITY: The head of the department must be professionally educated in social work. The DIRECTOR, SOCIAL SERVICE reports to an ASSOCIATE ADMINISTRATOR or to the ADMINISTRATOR. While the internal operation of the department is the responsibility of the department head, plans for treatment and procedures must be made in collaboration with the attending medical staff.

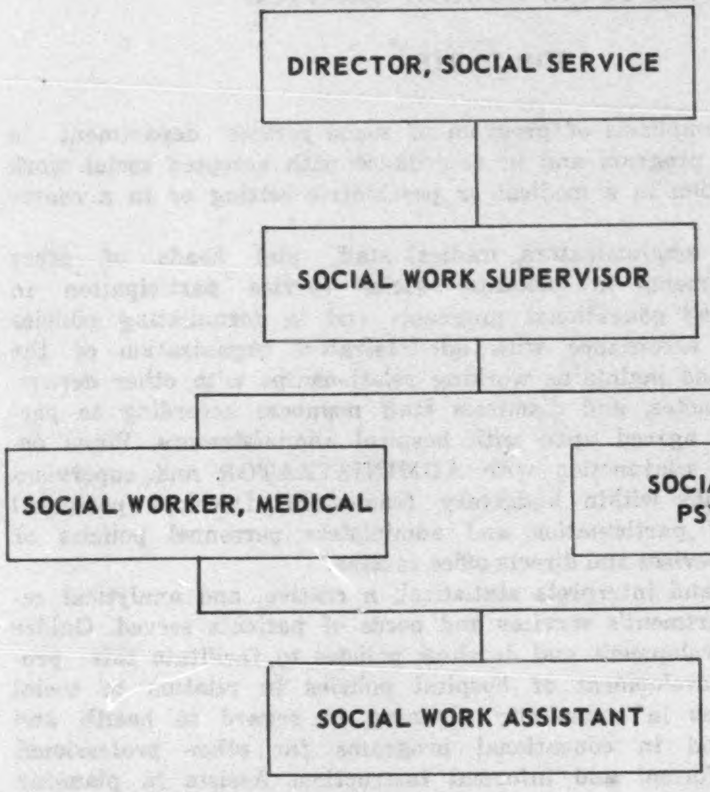
Interrelationships and Intrarelationships: There is continuous consultation between personnel in the Social Service Department and hospital staff. The DIRECTOR, SOCIAL SERVICE confers with the various representatives of the specialty clinics and services on matters of institutional policy that are of mutual concern, as part of a teamwork aspect of hospital functions. The individual caseworkers constantly seek information from, and exchange data with, members of the medical and paramedical hospital staff in providing counseling services. The department cooperates with other agencies and with community resources such as churches, schools, and civic groups. Contact with patients' relatives and friends is frequently necessary.

Standards: The National Association of Social Workers has established standards of education, experience-under-qualified-supervision, ethics, and professional conduct which social workers who wish to acquire professional recognition must attain. Those workers who have attained these standards may, upon approval of their applications for certification, add the initials ACSW (Academy of Certified Social Workers) after their names.

Physical Facilities and Staffing: Provision should be made for a central office for the Social Service Department and for such individual offices and conference rooms as the professional staff may require. The offices should be accessible to patients and to staff but should afford privacy for interviews.

The DIRECTOR, SOCIAL SERVICE, should have professional education and experience in the field of social work. Qualifications for the Director of the Department are stated in the publication, "Essentials of Social Service Departments in Hospitals and Related Institutions" published by the American Hospital Association. Social workers appointed to the staff should have similar educational preparation, but will lack the extensive experience. It is also well for the department to consider use of carefully selected and supervised volunteers to whom tasks commensurate with their abilities may be delegated.

SOCIAL SERVICE DEPARTMENT


DIRECTOR, SOCIAL SERVICE
SOCIAL WORK SUPERVISOR
SOCIAL WORKER, MEDICAL
SOCIAL WORKER, PSYCHIATRIC
SOCIAL WORK ASSISTANT

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, SOCIAL SERVICE

JOB DUTIES

Plans scope and emphasis of program of social service department in relation to hospital program and in accordance with accepted social work practice; may function in a medical or psychiatric setting or in a center combining both:

Collaborates with administrators, medical staff, and heads of other professional departments in planning social service participation in hospital's service and educational programs and in formulating policies and procedures in accordance with administrative organization of the hospital. Develops and maintains working relationships with other departments. Selects, promotes, and dismisses staff members according to performance standards agreed upon with hospital administrators. Plans department budget in conjunction with ADMINISTRATOR and supervises department's program within budgetary framework. Develops personnel practices with staff participation and administers personnel policies of social service staff. Devises and directs office routine.

Plans, evaluates, and interprets statistical, narrative, and analytical reports to reveal department's services and needs of patients served. Guides program of staff development and develops policies to facilitate this program. Assists in development of hospital policies in relation to social agencies. Participates in community planning in regard to health and welfare services and in educational programs for other professional personnel through formal and informal instruction. Assists in planning cooperative research projects with other department heads and community agencies. Stimulates and assists in planning research projects undertaken by staff of the department.

Utilizes and supervises work of social service volunteers.

In a small hospital this job may be combined with SOCIAL WORK SUPERVISOR.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Reports, case records.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree from an accredited school of social work.

Five years' experience of which at least 2 years were in a health setting, and 2 years' administrative, supervisory, or consultative responsibility in a social agency, with acceptable standards. Size of hospital and Social Work Department may dictate requirement for more experience.

WORKER TRAITS

Aptitudes: Verbal ability is required to confer with hospital administrative and professional personnel, to understand and interpret medical and psychiatric information, to communicate with people of diverse backgrounds and education, and to lecture to students and trainees.

Numerical ability is required to understand and prepare budgets and statistical data pertaining to the department.

Interests: An interest in business contacts with people to work with other agency personnel to help solve health and welfare problems.

An interest in a prestige position in assisting hospital administrators in formulating policies and procedures for a social service program.

Temperaments: Ability to assume direction and control of the Social Service Department as well as supervise the staff.

Ability to work with a variety of people in situations varying from community and hospital planning to disciplinary interviews with members of the staff.

Able to make decisions concerning procedures based on evaluations and interpretations of case histories.

Physical Demands and Working Conditions: Work is primarily sedentary but may involve walking to and from different departments of the hospital.

Talking and hearing are important in working with administrative staff and other agency personnel.

Works inside. May drive a car to interview patients' relatives and friends.

JOB RELATIONSHIPS

Workers supervised: SOCIAL WORK SUPERVISOR; SOCIAL WORKERS; SOCIAL WORK ASSISTANTS; and clerical workers.

Supervised by: ASSOCIATE ADMINISTRATOR or ADMINISTRATOR.

Promotion from: SOCIAL WORK SUPERVISOR or Senior Social Worker.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

National Association of Social Workers
2 Park Avenue
New York, N. Y. 10017

American Society for Hospital Social Work Directors
840 North Lake Shore Drive
Chicago, Ill. 60611

Social Service Department **Case Aide 195.208**

SOCIAL WORK ASSISTANT

case aide
social service assistant

JOB DUTIES

Works on simpler aspects of cases or provides services to less complex cases, under close and regular supervision:

Interviews patients and relatives to obtain social history relevant to medical problems and planning. Helps patients with environmental difficulties which interfere with obtaining maximum benefits from medical care. Acts as liaison between medical and nursing staffs, patients, relatives, and appropriate outside agencies. Interprets problems of social situation as they relate to medical condition and/or hospitalization.

Arranges for postdischarge care of chronically ill patients, assessing adequacy of home care facilities and assisting patients and families in handling and accepting nursing home placement.

Assists patients in securing appliances required (orthopedic, hearing, optical, or other) through agencies and rentals.

Compiles medical-social history summarizations and statistical reports related to social work activity.

Confers with hospital personnel, as necessary, in behalf of patient; arranges for transportation; and follows up on delinquent appointments and requests for medical appliances.

Collects and revises information on community health and welfare resources.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Case records and office equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's degree in social work or any of the humanities.

No previous experience is required.

Worker will receive on-the-job training in social work tasks and assignments under supervision of a graduate social worker.

WORKER TRAITS

Aptitudes: Verbal ability is required to understand medical and social work terminology and principles, to communicate with people of diverse backgrounds and educational levels, to prepare casework reports, and to confer with other staff.

Interests: A preference for working with and helping people who have medical-social problems and their families.

A preference for business contacts with persons and agencies that can contribute to alleviating patients' problems.

Temperaments: Ability to work under close supervision, and handle a variety of situations in assisting with a satisfactory program.

A capacity for liking and understanding people, and accepting them and working with them.

Physical Demands and Working Conditions: Work is primarily sedentary but may involve walking to and from different hospital departments.

Talking and hearing are important in interviewing patients and families, and in contacts with persons in other social agencies.

Works inside. May be required to drive a car to interview patients' relatives and friends and to make home visits.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: SOCIAL WORKER, MEDICAL or SOCIAL WORKER, PSYCHIATRIC.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

SOCIAL WORKER, MEDICAL

JOB DUTIES

Aids patients and their families with personal and environmental difficulties which predispose illness or interfere with obtaining maximum benefits from medical care; may be either a caseworker or group worker or may combine both methods of practice:

Interviews patients and family members to obtain information about home environment, family relationships and health history, and patients' personality traits. Participates as a team member in conferences on behalf of patients with other persons within the hospital and other community agencies. Evaluates data gathered in terms of the medical plan of treatment, available social service programs, and knowledge of casework or group work and plans a pertinent therapy program that will provide maximum benefits for each patient. Helps patients and their families through individual or group conferences to understand, accept, and follow medical recommendations and provides service planned to restore patients to optimum social and health adjustment within their capacity. Performs a variety of services such as advising on social problems, arranging for discharge or postoperative care at home or in institutions, placement of children in foster homes or adults in nursing homes, financial assistance to patients or families during illnesses, and alleviation of anxieties or fears concerning permanent disabilities, disfiguring illnesses, or an uncertain future. Utilizes such sources as family or community agencies to assist patients to resume life in community or to learn to live with disability.

Prepares and keeps current a case record for each patient, including nature of social problems, how patient and family are meeting them, and what the social worker is doing. Also makes summaries of information received from friends and other organizations and institutions which have knowledge of patient.

Participates in planning hospital's program, policies, and procedures. Observes effects of current policies and informs supervisor of gaps in program. Participates in relationships with community agencies through interpretation of hospital program and by taking part in community activities related to health and welfare services. Participates formally and informally in educational program. May supervise students and beginning social workers when a capacity for and interest in supervision are shown. May participate in studies and research projects involving community planning or concerned with problems occurring in the field of medical social work. Prepares statistical reports of number of patients to whom case work is given for use in planning further programs and evaluating department's performance and as a basis for research projects.

May be assigned to a psychiatric hospital or ward as well as a medical setting and be known as a SOCIAL WORKER, PSYCHIATRIC.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Case records, typewriter, and other office equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree from approved school of social work.

Social workers without work experience will work under close supervision for approximately 2 years before being considered fully qualified. Two years' casework experience in health institutions, child welfare agencies, psychiatric clinics, and family counseling services is perferred.

One to 3 month' orientation in an individual hospital's methods and policies is required for all new employees regardless of prior experience.

WORKER TRAITS

Aptitudes: Verbal ability is required to understand medical and psychiatric terminology and principles, to communicate with people having diverse backgrounds and educational levels, to prepare reports, and to evaluate and present workable service plans.

Interests: An interest in working with people who have medical problems that affect their families as well as themselves and providing a program for them that will help to alleviate these problems.

An interest in business contacts with persons and agencies that can contribute to a beneficial program for aiding in alleviating patients' problems.

Temperaments: Ability to deal with a variety of situations in preparing a satisfactory program, such as interviewing patient and family, other social agencies, hospital staff, and physicians.

Sufficient maturity and balance not to be upset by often difficult and sordid conditions with which he must work.

Ability to work as a member of a team.

Physical Demands and Working Conditions: Work is primarily sedentary, but may involve walking to and from different departments of the hospital.

Talking and hearing are important in interviewing patients and families and in contacts with persons in other social agencies.

Works inside. May be required to drive a car to interview patients' relatives and friends and to make home visits.

JOB RELATIONSHIPS

Workers supervised: SOCIAL WORK ASSISTANTS.

Supervised by: SOCIAL WORK SUPERVISOR or DIRECTOR, SOCIAL SERVICE.

Promotion from: No formal line of promotion.

Promotion to: SOCIAL WORK SUPERVISOR or DIRECTOR, SOCIAL SERVICE.

PROFESSIONAL AFFILIATIONS

National Association of Social Workers
(Medical Social Work Section)
2 Park Avenue
New York, N.Y. 10017

SOCIAL WORKER, PSYCHIATRIC

JOB DUTIES

Provides casework service to patients having problems of social and personal adjustment, working in a psychiatric hospital clinic or the psychiatric ward of a medical hospital:

Interviews patient, relatives, friends, and others to obtain data on patient's personal, social, and emotional history. Prepares complete case history to provide information on patient's personality and behavior, required for diagnosis and treatment. Includes information regarding physical and mental condition; heredity, social, and occupational environment; and personalities in family group, as well as patient's reactions to them. Attends staff conferences to present case history and assist psychiatrist, psychologist, and other members of the therapy team in developing a program of treatment. May interpret nature of illness and prescribed course of treatment to patients and families and suggest methods of expediting recovery. Attempts to eliminate fear, prejudice, and other attitudes inimical to acceptance of psychiatric care and continuance of treatment. Assists families with problems arising from patients' admission to hospital and in working out discharge and posthospital care plans. Utilizes resources of community agencies. Assists in determining vocational goals and abilities. May hold initial interview with mentally disturbed patients and tentatively determine nature and scope of the problem. Advises ineligible patients of other available medical and community resources.

Maintains complete, detailed case records, including followup, as a basis for comparative research on the effectiveness of various types of therapy. Cooperates with parole officers, law-enforcement agencies, military personnel, government bureaus, and pastors and lends them requested records when such requests have been authorized by the hospital administration.

May assist in establishing hospital policies on acceptance and referral of patients. Participates in community activities concerned with health and welfare. Addresses lay groups to define functions of hospital psychiatric service. Assists in developing favorable attitudes in community toward recognition and treatment of mental disorders.

Depending upon size of the hospital, may also assume responsibilities of a SOCIAL WORKER, MEDICAL.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Case records, typewriter, and other office equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree from an approved school of social work.

Social workers without experience will work under close supervision until considered fully qualified.

One to 3 months' orientation in an individual hospital's methods and policies is required for all new employees, regardless of prior experience.

WORKER TRAITS

Aptitudes: Verbal ability is required to understand medical and psychiatric terminology and principles; to communicate with people of diverse backgrounds and educational levels and who are under considerable stress; to prepare reports; and to evaluate and present workable service programs.

Interests: An interest in people who have medical and psychiatric problems that affect their families as well as themselves to help them with a program that will help to alleviate these problems.

An interest in business contacts with persons and agencies that can contribute to alleviating patients' problems.

Temperaments: Ability to deal with a variety of situations in preparing a satisfactory therapy program for each patient, such as interviewing patient and family, other social agencies, hospital staff, and physicians.

Sufficient maturity and balance not to be upset by sometimes difficult and sordid conditions with which he must work.

Most of the work requires working as a member of a team.

Physical Demands and Working Condition: Work is primarily sedentary, but may involve walking to and from different departments of the hospital.

Talking and hearing are important in interviewing patients and families and in contacts with persons in other agencies.

Works inside. May be required to drive a car to interview patients' families and friends and to make home visits.

JOB RELATIONSHIPS

Workers supervised: SOCIAL WORK ASSISTANTS.

Supervised by: SOCIAL WORK SUPERVISOR or DIRECTOR, SOCIAL SERVICE.

Promotion from: No formal line of promotion.

Promotion to: SOCIAL WORK SUPERVISOR or DIRECTOR, SOCIAL SERVICE.

PROFESSIONAL AFFILIATIONS

National Association of Social Workers
(Psychiatric Social Work Section)
2 Park Avenue
New York, N.Y. 10017

SOCIAL WORK SUPERVISOR

associate director, social service
chief social worker

JOB DUTIES

Supervises a staff of caseworkers and/or group workers and participates in planning programs and formulating social service policies for the hospital:

Assists caseworkers and group workers to increase their casework or group work knowledge and to apply their skills more effectively through planned supervisory conferences. Assigns work responsibilities in accordance with abilities of staff and requests for service. Assists staff to become familiar with and to work within policies and procedures of hospital and department and to acquire knowledge about and utilization of community resources. Assists with recording and reporting of social data. Evaluates performance of social workers in regular conferences and periodic reports. Plans staff development programs, including planning and arranging staff conferences and recommending attendance at institutes, conferences, and meetings. Supervises, plans, and arranges for orientation of new workers. Participates in selection of personnel and recommends promotion, transfer, or dismissal of staff members.

Contributes to planning programs and formulating policies for hospital and department by reviewing information from staff members concerning needs and effects of current policies. Supervises and assists in research projects with medical and administrative staff. Works closely with government, volunteer, and other community social agencies to keep informed of potential sources of assistance in resolving casework problems, minimize duplication of overlap of services to individuals, and insure maximum utilization of available services by staff under her supervision.

Participates in department's teaching program by planning and directing field work program for social work students in consultation with director and faculty of school of social work. Supervises social work students and participates in formal and informal teaching of other professional personnel.

May act for DIRECTOR, SOCIAL SERVICE in her absence. In a small hospital the two jobs may be combined.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Case records, typewriter, and other office equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree from an accredited school of social work.

A period of satisfactory supervisory experience, under direction.

One to 3 months' orientation in a health setting would be given to anyone not previously so employed.

WORKER TRAITS

Aptitudes: Verbal ability is required to understand medical and psychiatric terminology and principles; to communicate with people having diverse backgrounds and educational levels, with staff of own and other departments, and with personnel of outside agencies; to prepare case reports and research projects; and to evaluate and present workable therapy programs.

Interests: An interest in people who have medical and psychiatric problems that affect their families as well as themselves to help them to alleviate these problems.

An interest in business contacts with persons and agencies that can contribute to a beneficial program for aiding in alleviating patients' problems.

Temperaments: Ability to deal with a variety of situations such as supervising staff, planning programs, formulating policies, contacting agencies, and participating in teaching programs.

Sufficient maturity and balance not to be upset by sometimes difficult and sordid conditions with which he must work.

Ability to evaluate data collected on each patient and help determine programs.

Physical Demands and Working Conditions: Work is primarily sedentary, but may involve walking to and from different departments of the hospital.

Talking and hearing are important in working with patients, staff, and other agency personnel and in teaching.

Works inside. May drive a car to visit and interview patients' families and friends.

JOB RELATIONSHIPS

Workers supervised: SOCIAL WORKERS, both casework and group work.

Supervised by: DIRECTOR, SOCIAL SERVICE.

Promotion from: SOCIAL WORKER.

Promotion to: DIRECTOR, SOCIAL SERVICE.

PROFESSIONAL AFFILIATIONS

National Association of Social Workers
2 Park Avenue
New York, N.Y. 10017

SPEECH AND HEARING DEPARTMENT

Purpose: To prvoide clinical and research services to people with problems in the production, reception, and perception of speech and language; to help these handicapped persons reach their greatest physical and vocational potential.

Responsibilities: Speech and hearing therapy is a vital part of the whole rehabilitation program. Often little else can be done until communication can be established with the handicapped person. The Speech and Hearing Department is responsible for providing services to children and adults, as well as conducting related basic and applied research. Some workers concern themselves primarily with speech disorders or with hearing disorders. However, speech and hearing are so interrelated that professional competency requires familiarity with both. Among the functions of the department are:

1. Identify persons who have such disorders and determine the etiology, history, and severity of specific disorders through interviews and tests.
2. Provide accurate testing and diagnosis of disorders of speech and hearing for both children and adults referred to the department.
3. Facilitate optimal treatment through speech, hearing, and language remedial or conservational procedures, counseling, and guidance.
4. Provide systems of communication through speech and hearing which will make possible educational and social development, particularly with children.
5. Provide hospital-school programs for testing and screening preschool, elementary, and secondary school children at specified intervals and to transmit those findings to physicians and parents for remedial action.
6. Advise on home therapy and make regularly scheduled visits to evaluate effectiveness of the program.
7. Recommend surgery and postoperative care, as necessary, by appropriate referrals for medical or other professional attention.
8. Conduct research programs in pathology, biophysics, and psychophysics of auditory systems to increase understanding of the complex processes of speech and hearing, to increase basic

knowledge of the essential nature of the various disorders, and to develop improved methods for evaluating and treating individuals with these disorders, as well as in methods of preventing these disorders. There must be research projects on auricular surgery and postoperative problems.

9. Coordinate results of testing, diagnosis, therapy, and research with educational, medical, therapeutic, rehabilitative, and social programs both within the hospital and throughout the community.

10. Make the community aware of the speech and hearing services available.

AUTHORITY: The department is under the direction of a DIRECTOR, SPEECH AND HEARING, who organizes and coordinates activities of the department personnel and reports to administration in administrative functions. An OTOLARYNGOLOGIST works in connection with the department to diagnose and make recommendations for surgery or other therapeutic measures. He will report to the Chief of Medical Services in professional practices.

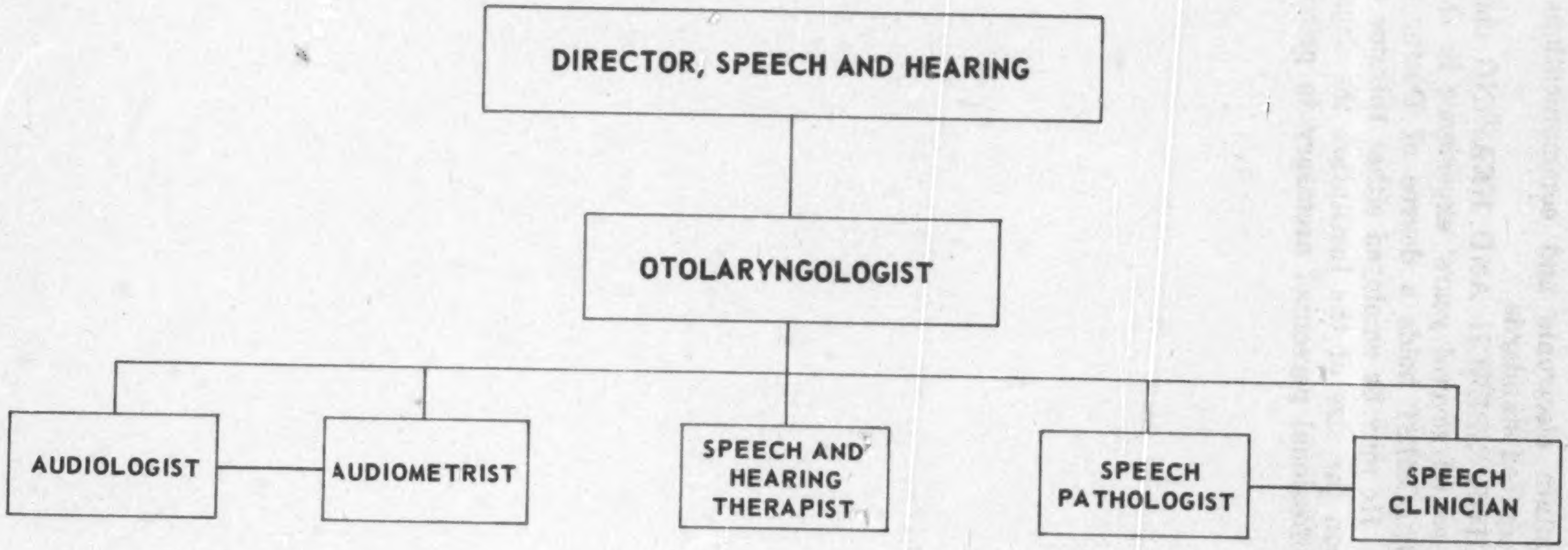
INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Services are provided to both inpatients and outpatients, necessitating close cooperation and coordination of activities with those of medicine, surgery, psychiatry, and other therapy and clinical services. Where speech defects are physical in origin, SPEECH PATHOLOGISTS and AUDIOLOGISTS work closely with physicians or dentists; where problems arise from emotional causes, they team up with a psychiatrist or psychologist. SPEECH PATHOLOGISTS and AUDIOLOGISTS work closely with vocational counselors, public health nurses, social workers, and school teachers. Personnel must, therefore, cooperate with nursing and medical staff in scheduling activities for inpatients and with clinical staff for outpatients. The cooperation of the patient is essential to effective treatment and requires close rapport between patient and hospital personnel.

STANDARDS: The department must meet the standards formulated by the American Speech and Hearing Association (ASHA). Two certificates of Clinical Competence are presently awarded by ASHA, one in speech pathology and one in audiology. Both require academic training at the master's degree level, 1 year's experience in the field, and passing a national examination.

PHYSICAL FACILITIES AND STAFFING: The major portion of the work of this department is with ambulatory patients. In planning the department, space should be provided for treatment rooms which will contain electronic and communications equipment which meets required standards.

The DIRECTOR, SPEECH AND HEARING should have a master's degree and several years' experience in the field. The OTOLARYNGOLOGIST holds a degree of Doctor of Medicine or Osteopathy. He may be employed either fulltime or parttime. Depending upon the size of the institution the department will hire those professional personnel necessary to provide essential services.

SPEECH AND HEARING DEPARTMENT


DIRECTOR, SPEECH AND HEARING
OTOLARYNGOLOGIST
AUDIOLOGIST
AUDIOMETRIST
SPEECH AND HEARING THERAPIST
SPEECH PATHOLOGIST
SPEECH CLINICIAN

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, SPEECH AND HEARING

JOB DUTIES

Directs and coordinates activities of personnel in hearing and speech clinic engaged in testing and treating patients according to established policies:

Consults with patients, students, personnel, and physicians from various hospital services and other speech and hearing centers to instruct, advise, or inform them of audiometric procedures and tests. Plans various clinical programs. Schedules and assigns testing and treatment activities to personnel and prepares time schedules for seminars and classes to lecture to student nurses and to train resident students.

Reviews diagnosis and test evaluations of patients as prepared by therapists and makes further recommendations for medical or social assistance. May work with and make analysis of patient's condition. Keeps constant check on progress to ascertain program's effectiveness.

Recruits and trains departmental personnel. Develops course content as it applies to particular establishment. Evaluates job performance of staff and recommends promotion, transfer, or discharge.

Attends meetings and conferences to keep current on ideas and techniques in field of hearing and speech therapy.

Prepares financial and statistical reports and estimates budgets. Supervises keeping of and reviews case records. Dictates correspondence. Directs preparation of brochures explaining the department's function. Confers with staff members to inform them of new developments and new hospital policies or to solve problems.

Is constantly aware of departmental operation and objectives and need for addition, adaptation, or elimination of any techniques which would result in more effective service to patients.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

All of testing and treatment equipment and apparatus of the department.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree in audiology and speech pathology required. Certification by American Speech and Hearing Association.

Up to 10 years' experience as an audiologist and speech pathologist.

One to 3 months' familiarity with policies of specific establishment.

WORKER TRAITS

Aptitudes: Verbal ability is required to interpret, evaluate, diagnose, and make recommendations based on speech and hearing tests; to communicate with patients, staff, and personnel of other agencies; to understand technical medical terminology; and to prepare technical reports on department procedures and progress.

Numerical ability is necessary to figure operating costs and prepare budget and statistical reports.

Clerical ability is necessary to read reports and utilize data accurately for other purposes.

Interests: A preference for working with people in rehabilitation.

A preference for scientific and technical activities in use of testing equipment and in recommending methods and procedures for the Speech and Hearing Department.

A preference for people and for communicating of ideas to hospital personnel and personnel of other establishments.

Temperaments: Ability to direct, control, and coordinate activities of the entire department so that all of its responsibilities will be discharged in an orderly, efficient manner.

Able to communicate with patients to establish favorable attitudes and to motivate patients to desired cooperation and effort in rehabilitation development; with therapists; and with personnel of other establishments.

Qualified to evaluate reports, research studies, and other data against judgmental and verifiable criteria.

Flexibility to adjust to the many changing conditions and details of the job.

Physical Demands and Working Conditions: Work is light. Sitting and walking intermittently throughout the work day.

Talking and hearing for communicating with staff, patients, and others. Works inside.

JOB RELATIONSHIPS

Workers supervised: AUDIOLOGIST, SPEECH PATHOLOGIST, SPEECH AND HEARING THERAPIST, AUDIOMETRIST, SPEECH CLINICIAN, and clerical and volunteer staff.

Supervised by: ASSOCIATE ADMINISTRATOR.

Promotion from: AUDIOLOGIST or SPEECH PATHOLOGIST.

Promotion to: ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

American Speech and Hearing Association
1001 Connecticut Avenue, NW.
Washington, D.C. 20036

National Association of Hearing and Speech Agencies
919 18th Street, NW.
Washington, D.C. 20006

OTOLARYNGOLOGIST

laryngologist
rhinologist

JOB DUTIES

Diagnoses and treats diseases of the ear, nose, and throat:

Examines affected organs, using such equipment as audiometers, prisms, nasoscope, microscopes, X-ray, and fluoroscopes. Determines nature and extent of disorders and prescribes and administers medication or surgery. Performs tests to determine extent of hearing loss due to aural or other injury and speech loss as a result of disease or injuries of the larynx. Performs surgery as indicated. Discusses cases with heads of other departments to set up cooperative techniques. Checks tests and evaluations of patients made by clinicians and makes final diagnosis in questionable cases. Refers patients to other departments and physicians for needed services other than speech and hearing. Reviews departmental reports.

Lecturers on techniques and procedures to students, staff, and community organizations. Attends conventions and meetings to secure new ideas and exchange points of view. Contacts community agencies for cooperation in hospital-school programs involving hearing and speech therapies.

May specialize in treating throat, ear, or nose and be designated as Laryngologist, Otologist, Rhinologist.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

All types of surgical instruments, including retractors, scalpels, probes, and sutures.

All types of ear, nose, and throat diagnostic devices such as audiometers, prisms, nasocopes, and fluoroscopes.

All types of speech and hearing therapy devices.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from a medical school or school of osteopathy recognized by Council on Medical Education and Hospitals of the American Medical Association or the Committee on Hospitals of the Bureau of Professional Education of the American Osteopathic Association. License to practice medicine or osteopathy in State where located. Internship and 4 years' residency in otolaryngology.

Qualifications include demonstrated administrative or research experience.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate at various levels with patients, lay persons, and fellow members of the rehabilitation team and to understand medical terminology. Prepares policy statements, technical reports, and manuals.

Numerical ability is required to understand and present quantitative aspects of patient care, such as test scores and statistical relationships expressed in case histories and medical literature.

Spatial perception is required to visualize anatomical structures, particularly those of ear, nose, and throat, when performing medical or plastic surgery and making diagnoses.

Motor coordination, manual and finger dexterity, and color discrimination are required to perform diagnoses and surgery and to conduct physical aspects of treatment.

Interests: A preference for working with people, necessary in serving the handicapped.

A preference for people and for communicating ideas to serve patients and counsel parents, to evaluate patients' rehabilitative potential, and to plan therapy program.

A preference for scientific and technical activities to comprehend scientific aspects of medical training and clinical practice.

Temperaments: Ability to direct, control, and plan such activities as therapy programs involving action by others.

Equipped to form conclusions based on sensory or judgmental criteria and measurable or verifiable criteria, required in diagnosis and treatment of patients from results of clinical observations and such objective measures as diagnostic tests.

Ability to deal with people in terms of their total personalities to counsel patients and parents.

Physical Demands and Working Conditions: Work is light. Sitting, standing, and walking throughout the work day.

Reaching, handling, and feeling required for diagnosis of physical condition and in surgery.

Talking and hearing required to communicate with patients, with other members of therapy team, and with personnel of other departments and agencies.

Near-visual acuity and color discrimination required in diagnosis and surgery.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All members of speech and hearing clinic, through DIRECTOR, SPEECH AND HEARING.

Supervised by: Chief of Medical Staff for professional purposes and ASSOCIATE ADMINISTRATOR for administrative purposes.

Promotion from: None.

Promotion to: None.

PROFESSIONAL AFFILIATIONS

American Medical Association
535 North Dearborn Street
Chicago, Ill. 60610

National Association of Hearing and Speech Agencies
919 18th Street, NW.
Washington, D.C. 20006

State and local organizations.

American Academy of Opthalmology and Otolaryngology
15 Second Street, SW.
Rochester, Minn. 55901

Speech and Hearing Department **Audiologist 079.108**

. AUDIOLOGIST

JOB DUTIES

Specializes in diagnostic, habilitative, and rehabilitative services, and research related to hearing:

Administers a wide variety of tests such as pure-tone and speech audiometers and galvanic skin response, which are designed to determine precisely patient's hearing level, to determine most likely site of damage to the auditory system, to describe the amount of social disability resulting from hearing loss, and to predict potential benefits from the use of a hearing aid and/or special training. Differentiates between organic and inorganic hearing disabilities through evaluation of total response pattern and use of such acoustic tests as Stenger and delayed-speech feedback. Coordinates audiometric results with other diagnostic data, such as educational, medical, social, and behavioral information.

Assists in selection and use of suitable hearing aids, in development of listening habits, and in use of visual clues to "fill in the blanks" of hearing. When a patient has a hearing loss which can be treated surgically, assists the surgeon preoperatively by describing extent and kind of hearing loss and postoperatively conducts studies to determine hearing improvement achieved through surgery.

Plans, directs, conducts, or participates in habilitative and rehabilitative programs including counseling, guidance, auditory training, speech (lip) reading, and speech conservation. Writes reports on diagnostic findings, therapy used, and progress made.

Conducts research in physiology, pathology, biophysics, and psychophysics of auditory systems to increase understanding of the complex processes of speech and hearing, to increase basic knowledge of the essential nature of the various disorders, and to develop improved methods for evaluation and treatment of individuals with these disorders.

May design and develop clinical and research procedures and apparatus. May act as consultant to educational, medical, and other professional groups. May teach audiology to physicians, nurses, teachers, and other professional personnel. May perform some of the duties of SPEECH PATHOLOGIST.

See SPEECH PATHOLOGIST for one who specializes in diagnosis and treatment of speech and language problems.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Audiometric testing devices such as pure-tone audiorer.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree in audiology and speech pathology with sufficient course credits in speech and hearing to be certified by the American Speech and Hearing Association. This may include 4 years' supervised experience plus passing a written exam. Some employers require a doctor's degree in audiology.

If the training requirements are met no additional experience is required.

WORKER TRAITS

Aptitudes: Verbal ability is required to interpret, evaluate, diagnose, and make recommendations based on speech and hearing tests; to communicate with patients and their families, staff, and personnel of other agencies; to understand technical medical terminology; and to perform research.

Spatial perception is required to visualize anatomical structure of ear and throat for determining malformations or malfunctions.

Form perception is required to perceive pertinent detail in audiometric tests and test results.

Manual and finger dexterity is required for manipulation of test equipment controls and for handling materials and supplies.

Interests: A preference for working with people, when aiding in diagnosing and treating hearing disorders.

A preference for technical activities in use of testing and therapeutic equipment to determine extent of impairment and make recommendations for therapy or surgery.

A preference for performing research activities that will lead to better testing and diagnostic devices.

Temperaments: Ability to communicate with patients to establish favorable attitude and to motivate them to desired cooperation and effort in rehabilitation development.

Able to administer tests and treatments in established techniques to timed intervals as prescribed.

Ability to evaluate total data about patients and make recommendations for therapy or referral to other specialists.

Capability to plan, direct, and coordinate a rehabilitative hearing program.

Able to conduct scientific and technical research.

Physical Demands and Working Conditions: Work is light, involving sitting, standing, and walking when giving tests and performing research.

Reaching for, handling, and fingering equipment controls and work aids.

Talking and hearing to convey information and give instructions.

Near-visual acuity to diagnose and evaluate test results.

Works inside.

JOB RELATIONSHIPS

Workers supervised: AUDIOMETRIST.
Supervised by: DIRECTOR, SPEECH AND HEARING.
Promotion from: No formal line of promotion.
Promotion to: DIRECTOR, SPEECH AND HEARING.

PROFESSIONAL AFFILIATIONS

American Speech and Hearing Association
1001 Connecticut Avenue, NW.
Washington, D.C. 20036

National Association of Hearing and Speech Agencies
919 18th Street, NW.
Washington, D.C. 20006

AUDIOMETRIST

hearing-test technician

JOB DUTIES

Administers audiometric tests to adults and children for diagnosis, evaluation, and possible rehabilitation:

Administers tests prescribed by AUDIOLOGIST or physician. Interviews patients and explains type of test to be given. Fits earphones on subjects and instructs them on procedures to follow such as raising hand, repeating words, or pressing buttons to register specified response during test. Monitors controls on panel board and records subjects' responses. Enters specified data on standard form or observes automatic recording on machine which records patients' responses. Records findings in patient's medical record. Refers patients to AUDIOLOGIST or physician for interpretation of test results and determination of need for more definitive hearing examination.

May give instructions to students on operation of audiometric equipment.

For workers concerned with both hearing and speech disorders see SPEECH AND HEARING THERAPIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Audiometric testing devices such as pure-tone audiorer.

EDUCATION, TRAINING, AND EXPERIENCE

Bachelor's degree in speech and hearing.
One year's experience in speech and hearing.
Certification by American Speech and Hearing Association.
Up to 3 months' familiarity with apparatus and equipment provided.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate with patients, their families, and staff, to understand technical language pertaining to audiometric testing, and to prepare records.

Spatial perception is required to visualize anatomical structure of ear and throat for determining malfunctions or malformations.

Manual and finger dexterity is required for manipulation of test equipment controls and for handling materials and supplies.

Interests: A preference for working with people in a rehabilitation program.

A preference for technical activities in use of testing equipment to determine extent of impairment.

Temperaments: Ability to communicate with patients to establish favorable attitude and to motivate them to desired cooperation and effort in rehabilitation development.

Qualified to administer tests in established techniques to timed intervals, as prescribed.

Physical Demands and Working Conditions: Work is light, involving sitting, standing, and walking when giving tests.

Reaching for, handling, and fingering equipment controls and work aids.

Talking and hearing to convey information and give instructions.

Visual acuity to read test results.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: AUDIOLOGIST or DIRECTOR, SPEECH AND HEARING.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Speech and Hearing Association
1001 Connecticut Avenue, NW.
Washington D.C. 20036

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919 18th Street, NW.
Washington, D.C. 20006

Speech and Hearing Department **Speech and Hearing Clinician 079.108**

SPEECH AND HEARING THERAPIST

JOB DUTIES

Examines, tests, diagnoses, and administers remedial treatments for patients with speech and hearing disorders:

Interviews patients, discusses cases with family members, or reads physician's reports to obtain background data on patients' condition and for references when planning remedial treatment. Prepares case histories and schedules tests and treatments.

Tests patients for hearing acuity by use of audiometer that registers intensity of sounds. Records hearing test results. May refer patients with severe hearing loss to otologist for treatment.

Obtains and records speech samples of patients on tape recorder through conversations, reading, or gestures, relying upon knowledge and experience in speech therapy. Makes phonetic analysis of speech ability by testing for articulation of all sounds in various positions occurring in pronunciation of words, vowels, and consonants. Measures flexing of throat and mouth muscles; observes action and condition of lips, teeth, tongue, hard and soft palates, and nasal cavities to determine efficiency of speech articulation. Records interpertation of test results and recommendations for remedial treatment. Determines need for referral to specialist in medicine, dentistry, education, psychology, sociology, and related areas. Interprets findings to parents, teachers, and others related to patients. Confers with physicians, other therapists, and social workers to provide best therapy program possible for patients.

Treats patients with remedial speech defects or disorders, such as stuttering and articulatory problems associated with such impairments as cleft palates, cerebral palsy, and aphasia, by use of corrective methods and techniques designed to improve diction and breathing. Utilizes and directs oral exercises such as sounding alphabet letters, reading prepared written or printed matter, singing songs, playing toy musical instruments and blowing balloons, or using special equipment for audio training. Fingers patients' mouths, lips, and jaws to assist in movement of jaw muscles and for formation of sounds. Directs patients in practice exercises of listening to and producing sounds from tape recorder playback while observing themselves in mirror. Advises on home therapy and care after treatment.

May teach lip reading and use of hearing aids to hard-of-hearing patients. May visit local schools to conduct speech therapy clinics and transmits findings on students to physicians and parents for remedial actions. May distribute information about school-hospital program to outlying communities to encourage more participation in program. May visit discharged patients' homes to evaluate effectiveness of hospital treatment, to obtain reference material for use in similar cases, or to advise patients' families on methods of helping afflicted persons cope with speech or hearing handicaps.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Hearing-testing devices, speech-testing devices, and speech-therapy equipment, such as tape recorders, balloons, toy musical instruments, or mirrors.

EDUCATION, TRAINING, AND EXPERIENCE

Minimum training includes a bachelor's degree from a college offering specialized work in speech and/or hearing. Course emphasis should be in the physical and social sciences. Often the first 2 years' training can be obtained in a college offering basic courses, after which the student may transfer to a school where graduate training may be obtained.

Possession of a master's degree enables the individual to meet requirements for certification of the American Speech and Hearing Association.

If training requirements are met no additional experience is required.

WORKER TRAITS

Aptitudes: Verbal ability is required to interpret, evaluate, and make recommendations based on diagnostic speech and hearing tests; to communicate with patients and their families, staff, and personnel of other agencies and departments; and to understand technical medical terminology.

Spatial perception is required when examining patients' anatomical structure to determine malformation and malfunctioning.

Manual and tactile dexterity is required to feel malformations of mouth or jaw, to adjust controls on testing equipment and tape recorders, and to handle materials and supplies.

Interests: A preference for working with people in aiding those with speech and hearing difficulties.

A preference for technical activities in use of testing and therapeutic equipment to determine extent of impairment and make recommendations for therapy.

Temperaments: Ability to communicate with patients in establishing favorable attitude and motivating them to desired cooperation and effort in rehabilitation development.

Able to perform a variety of changing duties depending upon specific therapy program.

Able to perform tests and treatments in established techniques, to timed intervals as prescribed by physician.

Qualified to evaluate test data and make recommendations for referral to other specialists.

Physical Demands and Working Conditions: Work is light, involving sitting, standing, and walking when performing tests and therapy.

Reaching for, handling, and fingering equipment controls and work aids. Feeling patient's lips, mouth, jaw, and throat.

Talking to convey information and give instructions.

Acute hearing for determining differentiations in speech impairments and progress of patients.

Visual acuity for reading data and equipment controls and to observe mouth and lips in formation of sounds.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: DIRECTOR, SPEECH AND HEARING.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Advancement is through addition of supervisory, administrative, or teaching duties.

PROFESSIONAL AFFILIATIONS

American Speech and Hearing Association
1001 Connecticut Avenue, NW.
Washington, D.C. 20036

National Association of Hearing and Speech Agencies
919 18th Street, NW.
Washington, D.C. 20006

SPEECH CLINICIAN

speech therapist

JOB DUTIES

Examines and provides remedial services for patients with speech and language disorders:

Provides remedial services for speech disorders, including stuttering, voice disorders, and articulatory and speech problems associated with impairments, such as cleft palate, cerebral palsy, and aphasia. Instructs speech-handicapped patients in development of desirable speech habits by training in control of articulation and voice. Assists patients to say simple words or sentences, using color cards, pictures, or children's books or toys. Demonstrates position of lips, jaws, and tongue for forming sounds to produce words. Aids children in overcoming articulation difficulties, using toys, word games, and tape recordings. Devises vocal exercises to aid patients in overcoming stuttering and nasal, harsh, or hoarse tones. Teaches laryngectomees techniques of speaking with esophageal voice, using tape recordings. Teaches proper breath control to produce, improve, or conserve powers of speech. Prepares exercises that can be practiced away from the clinic.

Prepares patients' progress reports, describing therapy used and progress made.

May participate in research to develop diagnostic and remedial techniques. May counsel patients, their families, or teachers concerning social and psychological problems associated with speech disabilities.

For workers concerned with both speech and hearing disorders see SPEECH AND HEARING THERAPIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Speech therapy equipment such as tape recorders, balloons, toys, mirrors, or word games.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree in audiology and speech pathology with adequate course credits in speech and hearing to be certified by the American Speech and Hearing Association. This may include 4 years' supervised experience plus passing a written examination.

If training and educational requirements are met, no additional experience is necessary.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate with paitents and with other members of the rehabilitiation team and to understand medical terminology.

Spatial perception is required to understand pertinent physiology of speech production and nature of speech defects.

Manual and tactile dexterity is required to feel malformations of mouth or jaw to adjust controls on tape recorders, and to handle materials and supplies.

Interests: A preference for dealing with people, especially the handicapped, in a personal and professional relationship.

A preference for scientific and technical activities, required for understanding the physiology of speech production and applying the concepts of speech therapy.

A preference for working with people to instruct those with speech handicaps.

Temperaments: Ability to communicate with patients in establishing favorable attitudes and motivating them to desired cooperation and effort in rehabilitation development.

Ability to administer speech therapy in established techniques to timed intervals, as prescribed.

Versatile skills to perform a variety of changing duties depending upon specific therapy programs.

Physical Demands and Working Conditions: Work is light.

Reaching, handling, and feeling involved in examining patients and in using work aids, such as balloons and mirrors.

Talking and hearing essential to examine and instruct patients.

Near-visual acuity required to observe speech organs in formation of sounds.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: SPEECH PATHOLOGIST or DIRECTOR, SPEECH AND HEARING.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Speech and Hearing
Association
1001 Connecticut Avenue, NW.
Washington, D.C. 20036

National Association of Hearing and
Speech Agencies
919 18th Street, NW.
Washington, D.C. 20006

SPEECH PATHOLOGIST

JOB DUTIES

Diagnoses, treats, and performs research related to speech and language problems:

Diagnoses speech and language disorders by evaluating causes and test results. Interprets findings to parents, teachers, and others concerned with the patients.

Treats speech and language impairments such as functional articulatory disorders, stuttering, voice problems, delayed speech, and organic disorders including cleft palate, cerebral palsy, polio, aphasia, and impaired hearing. Determines need for referral to specialists in medicine, dentistry, education, psychology, sociology, and related areas. Counsels preoperative and postoperative patients to prepare them for operation and therapy to follow.

Plans, directs, or conducts remedial program designed to restore or improve communicative efficiency. Trains patients with functional or organic speech disorders to produce, improve, or conserve proper speech. Trains patients in technique of esophageal voice or in use of artificial larynx, using tape recordings or courses of training. Provides counseling and guidance to speech and language handicapped individuals, both adults and children. Writes reports on diagnostic findings, therapy used, and progress made.

Acts as consultant of educational, medical, and other professional groups. Instructs physicians, nurses, teachers, and other professional personnel in basics of speech therapy.

Directs scientific projects concerned with investigation of biophysical and biosocial phenomena associated with voice, speech, and language. May conduct research related to development of diagnostic and remedial techniques or procedures or design of apparatus.

May perform some of the duties of AUDIOLOGIST. See AUDIOLOGIST for a specialist in diagnosis and treatment of auditory and language problems.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Audiometer, tape recorders, sound-level meter, and delayed auditory feedback.

EDUCATION, TRAINING, AND EXPERIENCE

Master's degree in audiology and speech pathology with adequate course credits in speech and hearing to be certified by the American Speech and Hearing Association. This may include 4 years' supervised experience plus passing a written examination. Some employers require a doctoral degree in speech pathology.

If the training requirements are met, no additional experience is required except for supervisory positions.

WORKER TRAITS

Aptitude: Verbal ability is required to interpret, evaluate, diagnose, and make recommendations based on diagnostic speech and hearing tests; to communicate with patients and their families, staff and personnel of other agencies and departments; to understand technical medical terminology; and to perform research.

Spatial perception is required when examining anatomical structure of patient's ears and mouth to determine malformation and malfunctioning.

Form perception is required to perceive pertinent details of audiometric tests and test results.

Manual and finger dexterity is required to feel malformations of mouth or jaw, to adjust controls on testing equipment and tape recorders, and to handle materials and supplies.

Interests: A preference for working with people when diagnosing and treating speech impairments.

A preference for technical activities in use of testing and therapeutic equipment to determine extent of impairment and make recommendations for therapy.

A preference for performing research that will lead to better testing and diagnostic devices.

Temperaments: Ability to communicate with patients in establishing a favorable attitude and motivating them to desired cooperation and effort in rehabilitative program.

Ability to conduct scientific and technical research.

Physical Demands and Working Conditions: Work is light, involving sitting, standing, and walking when performing tests and therapy.

Reaching for, handling, and fingering equipment controls and work aids. Feeling patient's lips, mouth, jaw, and throat.

Talking to convey information and give instructions.

Acute hearing for determining differentiations in speech problems and progress of patient.

Visual acuity for reading data and equipment controls and in observing patients' mouths and lips in formation of sounds.

Works inside.

JOB RELATIONSHIPS

Workers supervised: SPEECH CLINICIAN.
Supervised by: DIRECTOR, SPEECH AND HEARING.
Promotion from: No formal line of promotion.
Promotion to: DIRECTOR, SPEECH AND HEARING.

PROFESSIONAL AFFILIATIONS

American Speech and Hearing Association
1001 Connecticut Avenue, NW.
Washington, D.C. 20036

National Association of Hearing and Speech Agencies
919 18th Street, NW.
Washington, D.C. 20006

TECHNICAL SERVICES DEPARTMENT*

CARDIO–PULMONARY TECHNICIAN
CATHETERIZATION TECHNICIAN
DIALYSIS TECHNICIAN
ELECTROCARDIOGRAPH TECHNICIAN
ELECTROENCEPHALOGRAPH TECHNICIAN
HEART-LUNG MACHINE OPERATOR
INHALATION THERAPIST
ORTHOPEDIC-APPLIANCE-AND-LIMB TECHNICIAN
ORTHOPEDIC-CAST SPECIALIST
ORTHOPTIST
PROSTHETIST-ORTHOTIST
PULMONARY-FUNCTION TECHNICIAN
THERAPY TECHNICIAN
THERMOGRAPH TECHNICIAN

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*These jobs have been assembled here as a fairly homogeneous group but have not been formalized into a department with a narrative description or an organization chart. In most institutions each of these jobs will be located in a specific diagnostic or treatment service and will receive supervision from the head of that department or directly from the physician charged with the care of a particular patient. Many hospitals train the MEDICAL TECHNOLOGIST, RADIOLOGIC TECHNOLOGIST, or nursing service personnel to perform these functions.

CARDIO-PULMONARY TECHNICIAN

JOB DUTIES

Conducts cardiological, vascular, and pulmonary tests to provide medical specialists with data for use in diagnosing heart, vascular, and lung diseases, using such equipment as recording oscilloscope, vectorcardiograph, vasograph, and spirometer; treats patients with kidney disorders, using artificial kidney equipment; and performs related duties:

Prepares patient for testing or surgery by assisting him onto surgical table or chair. Drapes body areas of concern with sterile towels or sheets and sterilizes these areas, using gauze and antiseptics.

Conducts cardiological test: Positions equipment, such as phonocardiograph, electrocardiograph, or recording oscilloscope, and connects catheters and recording oscilloscope leads to transducers. Loads equipment with photographic paper or graph paper. Attaches electrodes or microphones to specified parts of body using adhesive tape or paste. Starts unit and turns dials to calibrate tracings, considering such factors as speed, size, and location of tracings on graph paper or oscilloscope screen. Moves electrodes to different parts of the body to obtain graphic readings of heart responses. Measures responses and records results on patient's chart. Turns selector switch on vectorcardiograph control panel to obtain electromotive responses from patient's chest. Depresses lens shutter trigger of prefocused camera at prescribed intervals to photograph oscilloscope tracings in three dimensions to be used in diagnosis and in locating source of heart disease. Computes recorded data to determine response factors, using computation tables and formulas. Enters test results on patient's chart.

Conducts vascular tests: Attaches blood pressure attachments such as pressure cuffs, tourniquets, or digital cups to specified part of patient's extremities. Opens valves of compressed air unit and regulates pressure on extremities with dial controls. Turns dials to calibrate blood pressure tracings according to size, speed, and location of tracings on graph paper. Directs patients in assuming body positions or executing body movements during tests. Moves attachments to different positions on extremities to obtain graphic responses to provide information for locating and diagnosing venous and arterial disorders. Injects radiopaque dye into vein or artery to aid physician in fluoroscopic or X-ray examination of vascular system.

Conducts pulmonary diagnostic tests: Loads pulmonary equipment with graph paper, opens valves of tanks containing such gases as oxygen or helium and regulates flow of gas. Directs patients to inhale and exhale gas and to execute specified body movements. Calibrates graph tracing and turns dials to record responses on gauze or graph paper for specified pulmonary function under rest or exercise conditions. Computes recorded data to determine response factors, using computation tables and fomulas.

Treats patients having kidney disorders: Fills tank of artificial kidney machine with water and prescribed amounts of chemicals to form solution that absorbs uremic particles. Connects rubber tubing to coil of artificial kidney pump and to venous and arterial shunts of patients and starts equipment. Observes pressure gage and adjusts screw clamps to regulate flow of blood. Changes chemical solution after specified period of time; takes patient's blood pressure at prescribed intervals and records readings; draws specified amounts of blood from patient at specified intervals, using syringe; and records clotting time. Gives patient prescribed amount of anticoagulant medication through tubing.

Hands instruments to attending physician during surgery, applies defibrillating device to restore normal heartbeat rhythm, and administers oxygen to patient in case of cardiac arrest. Washes and sterilizes equipment and instruments.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Artificial kidney machine, antiseptics, catheters, camera, charts, computation tables, electrocardiograph machine, phonocardiograph, recording oscilloscope, respirator, spirometer, treadmill, vasograph, and vectorcardiograph.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing.

Usually 1 year's experience performing general nursing duties is necessary to qualify for this position.

One year's on-the-job training is necessary to develop skills in operating the various types of cardiological, pulmonary, and vascular test equipment.

WORKER TRAITS

Aptitudes: Verbal ability required to communicate with medical specialists, using technical language, and to give directions to patients during performance of tests.

Numerical ability required to calculate, by algebraic formula, factors to be used by specialists in evaluating cardiological and pulmonary test performances.

Form perception required to preceive slight difference in size and shape of graphic or oscilloscopic tracings, in calibrating, recording, or measuring test responses.

Clerical perception required to perceive difference in numerical data in reading gages or graphs and in measuring, calculating, and recording numerical values from test responses.

Motor coordination required to make accurate and precise movements in turning dials to calibrate and record physiological responses on various test equipment.

Finger dexterity required to move fingers rapidly and accurately to attach and position electrodes, blood pressure attachments, and rubber tubing of artificial kidney system to patient and to turn dials on test equipment to calibrate and record physiological responses.

Interests: A preference for working with people is required to prepare patients for and conduct functional tests in diagnosis and treatment of cardiological, pulmonary, and vascular disorders.

A preference for scientific and technical activities is required to conduct cardiological, pulmonary, and vascular function tests and to calculate values of physiological responses.

Temperaments: Ability to deal with people in preparing patients for cardiological, pulmonary, and vascular tests and in assisting or giving directions to patients in assuming prescribed positions or exercise specified body movements during tests.

Accuracy to attain precise limits, tolerances, and standards in conducting cardiological, vascular, and pulmonary tests.

Physical Demands and Working Conditions: Work is medium. Occasionally lifts various pieces of equipment weighing up to 30 pounds.

Stooping is involved on occasion to pick up pieces of equipment and components and to plug in test equipment.

Reaches for, handles, and fingers equipment controls, instruments, and supplies.

Talking and hearing are essential to give directions to patients while conducting tests.

Near-visual acuity is required in reading gages, dials, and oscilloscope and graph readings.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Physician or surgeon in charge of patient.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion. Promotion may be through increased supervisory and administrative duties.

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

Technical Services Department **Radiologic Technologist 078.368**

CATHETERIZATION TECHNICIAN

cath lab technician

JOB DUTIES

Sets up and operates X-ray and recording equipment to make specialized X-rays, X-ray movies, and closed-circuit telecasts of the vascular, circulatory, and cardiac systems of the human body; performs related duties in the cardiac catheterization laboratory:

Consults daily schedule, determines equipment needed and preparations to be made according to patients' prescriptions and prepares operating room X-ray unit for indicated procedure. Confers with patients, explaining nature of the procedure, to allay fears and anxieties associated with equipment and procedures and to elicit cooperation. Assists patients in assuming required anatomical position on bed and fastens immobilization straps. Manually positions X-ray tube at proper distance and angle from patient's body to present a clear and undistorted view and adjusts cone to direct concentration of rays on specified area. Marks crosslines on patient's body locating exact center of X-ray beam, using grease pencil, for information of the cardiologist. Determines smallest X-ray beam possible to cover area involved, using technique chart and knowledge of radiography, and consults exposure chart to determine kilovoltage, milliamperes, and exposure time. Turns knobs and adjusts controls on X-ray machine to obtain proper density, contrast, and detail requirements for accurate interpretation of the finished X-ray by physician in charge. Makes scout X-rays, identifies them, and has them developed. Examines developed film to determine accuracy of technique and patient positioning before prescribed surgical procedure. Makes adjustments and straps patient's arms or legs to board for insertion of catheter.

Selects heart catheter, attaches to plastic tubing, and inserts thermometers. Dilutes powdered dye, using syringe, for later injection into patient's veins. Obtains tray of sterile surgical instruments and supplies.

Operates fluoroscope, X-ray, and motion picture equipment to trace and record movement of catheter to assist physician during cardiac catheterization. Pushes portable X-ray and motion picture equipment into position in surgery, inserts X-ray film under patient, and assembles needed materials such as dyes and injectible opaque fluids for use by attending physician. Positions fluoroscope over patients so that the catheter's progress may be fluoroscopically guided (inserted and manipulated by cardiologist) into the antecubital vein, through the vena cava, and on into the heart chamber. Depending on visual acuity, knowledge of human anatomy, and familiarity with radiologic technique, advises the physician as to exact location of the catherter at all times, indicating degree of manipulation necessary to position catheter at site of suspected abnormality or disease. Receives instructions regarding type and amount of opaque dye and pressure to be used to inject dye into patient through catheter. Loads automatic injector and sets dials at proper pressure. (Cardiologist operates machine which injects opaque dye under pressure to permit exploration of the interior of the heart, pulmonary artery, and pulmonary capillaries.) Pushes button to expose X-ray films at various stages of the operation or activates X-ray motion picture equipment to record entire operation, under direction of the physician. Remains with patient and physician throughout catheterization and removes equipment and materials upon completion of operation. Records patient's respiration with oximeter, as directed. Develops, or has developed, final X-rays. Must wear protective garments.

Attaches all films and machine readings to patient's chart. Notes in cardiac logbook patient's identification, exact area pictured, exposure time, and all technical data.

If recording oscilloscope rather than fluoroscope is used, calibrates oscilloscope tracings, considering such factors as size and graph location of lines and adjusts dials to record such data as arterial and venous pressures, temperatures, and respiratory rates. Loads machine with sensitized graph paper and conducts test run to assure accuracy of tracings on paper. Attaches electrodes to patient's skin at specified areas, using gauze or electrolytic paste, and connects wires to oscilloscope equipment. Aids physician, as directed, by holding speculum, drawing blood into syringe, and performing other tasks until heart catheter is properly positioned. Monitors equipment and advises physician of any abnormal conditions. Aids, as directed, in performing any emergency resuscitation measures, such as applying defibrillation device to heart muscle or giving oxygen to patient.

Calculates all data obtained from graphs, such as blood volume rates of flow, various blood pressures, and exact area of cardiac defect, using slide rule and desk calculator, and following established formulas. Enters data in patient's chart.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

X-ray unit, fluoroscope, oscilloscope, automatic dye injector, cameras, oximeter, log book, records, surgical instruments and supplies, and protective clothing.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent. Satisfactory completion of formal radiologic technology training in an AMA-approved school and ability to meet requirements for registry by the American Registry of Radiologic Technologists (ARRT).

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand oral and written instructions stated in radiologic and medical terms and to exchange information with patients and hospital staff.

Spatial perception is necessary to visualize inner structure of human body in relation to X-ray tube and film in order to obtain radiographs of diagnostic value.

Form perception is necessary to perceive details in X-rays to determine acceptability of exposure.

Clerical perception is necessary to perceive pertinent detail in technique charts and instructions relating to specific radiologic procedures to be carried out.

Manual dexterity is necessary to adjust machine controls and arrange, attach, and adjust supportive devices.

Interests: A preference for scientific and technical activities to master principles, techniques, and procedures of radiology and the specialization of cardiac radiology.

A preference for processes, machines, and techniques to obtain radiographs, fluoroscopic pictures, and tracings.

Temperaments: Ability to obtain satisfactory radiographs by following set procedures and standards.

Able to evaluate information based on measurable and verifiable criteria.

Adaptability to work closely with others in performance of job duties.

Physical Demands and Working Conditions: Medium strength is required to position patients for X-ray. May lift patients or assist attendant in lifting them on or off X-ray or surgical table.

Standing most of the time.

Reaching for and handling film, film holders, supportive devices, and machine controls.

Talking and hearing with patients and physicians.

Near-visual acuity to judge accuracy of film and depth perception to judge location of treatment areas.

Works inside. Subject to X-ray burns. Wears protective lead apron and gloves and sterile clothing and mask when in operating room.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: Physician in charge of patient.
Promotion from: No formal line of promotion.
Promotion to: RADIOLOGIC TECHNICIAN, CHIEF.

PROFESSIONAL AFFILIATIONS

American Society of Radiologic
Technologists
645 North Michigan Avenue
Chicago, Ill. 60611

American Registry of Radiologic
Technologists
2600 Wayzata Boulevard
Minneapolis, Minn. 55405

DIALYSIS TECHNICIAN

kidney machine operator

JOB DUTIES

Sets up and operates an artificial kidney machine, following approved methods and techniques to provide dialysis treatment for patients with kidney disorders or failure:

Assembles artificial kidney machine by attaching coil, tubing, and connectors. Mixes priming, heparin, dialysis, and other solutions according to formula. Primes coil with saline solution, heparinized solution, and whole blood, obtained from blood bank, to insure readiness of machine for proper osmotic action.

Transports patient to dialysis room and positions on cart, with aid of the ORDERLY. Takes and records patient's predialysis weight, temperature, blood pressure, pulse rate, and respiration rate. Removes shunt dressing from patient's arm and takes blood sample from artery shunt. Connects kidney coil tubes to artery shunt and vein shunt in patient's arm to start blood circulating through the coil. Reads patient's diet to determine foods that may be eaten during dialysis.

Takes osmolality reading of the dialysis bath solution to assure that it is the required strength and fills the circulating tank of kidney machine with the solution. Starts electric pump that circulates solution through and around the kidney coil so that osmosis between the blood in the coil and the dialysis solution in the circulating tank will occur. Takes periodic readings of blood pressure and performs hematocrit and clotting time tests on sample of patient's blood periodically during dialysis. Continuously observes patient's condition and kidney machine. Administers oxygen or gives a blood transfusion, as required. Takes a blood sample at end of dialysis treatment and disconnects tubes of kidney coil from the shunts in the arm. Takes readings of patient's weight, temperature, blood pressure, pulse rate, and respiration rate and records readings on the daily chart at the end of dialysis treatment. Inspects shunts in arm for any signs of leakage and bandages shunts in an aseptic manner. Returns patient to room with the help of an ORDERLY. Transfers daily chart data to patient's permanent data sheet to provide a chronological record of treatment. Files all necessary charge slips, specimen requisitions, and pharmacy charges for accounting purposes.

Drains blood from coil and returns it to the blood bank for reuse by same patient and delivers postdialysis blood sample to laboratory for analysis. Disposes of nonreusable coil and tubing. Washes circulating tank and reusable connectors in sterile containers with cleaning and rinsing solutions. Packs permanent tubing and connectors in sterile containers for future use.

Orders and maintains inventory of expendable supplies in the dialysis unit. Makes parts such as connectors and shunts from materials such as plastic tubing and teflon, using small hand tools and propane torch.

Assists physician during surgical insertion of the shunts into vein and artery of kidney patient's arm.

Explains dialysis procedure and operation of the artificial kidney machine to patients before the first treatment, to allay any apprehension or fear of dialysis. Explains to patients aseptic procedure which must be used to care for shunts to avoid infection. Provides outpatients with necessary aseptic dressings to care for shunts at home.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Artificial kidney machine, hand tools, arnd standard nursing supplies.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from an accredited school of nursing and current licensure by State Board of Nursing. One to 3 months' on-the-job training given by physician.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand physician's instructions, to make proper responses, and to communicate with patients and staff.

Form perception is necessary to perceive pertinent detail in recognizing and handing correct instruments to physician, making visual comparisons in patient's condition or in reading instruments and equipment used in surgery or dialysis treatment.

Motor coordination and hand and finger dexterity are necessary to coordinate eyes, hands, and fingers accurately to set up machine, attach patient to equipment, make small parts, and handle surgical instruments.

Some clerical perception is required to prepare records and charts.

Interests: A preference for performing services of benefit and help.

A preference for scientific and technical activities to understand and work with medical concepts while performing nursing duties and operating dialysis machine.

A preference for dealing with people in actual job duties, as nurse works intimately with patients, members of patient's family, and medical staff.

A preference for working in accordance with accepted nursing and medical standards.

Physical Demands and Working Conditions: Work is of medium demand. Walking and standing most of the time in setting up and operating kidney machine.

Occasional lifting of patient with assistance.

Lifting, carrying, and handling of parts and instruments.

Reaching, handling, and fingering instruments and machine parts.

Talking and listening when discussing technical aspects of cases.

Near-visual acuity to read finely calibrated instruments and data on charts.

Color vision for perceiving changes in patient's skin color and colors of medicines and solutions.

Works inside.

JOB RELATIONSHIPS

***Workers supervised:* None.**
***Supervised by:* Physician responsible for patient.**
***Promotion from:* No formal line of promotion.**
***Promotion to:* No formal line of promotion.**

PROFESSIONAL AFFILIATIONS

American Nurses' Association
10 Columbus Circle
New York, N.Y. 10019

National League for Nursing
10 Columbus Circle
New York, N.Y. 10019

State and local nursing associations.

ELECTROCARDIOGRAPH TECHNICIAN

e.k.g. technician

JOB DUTIES

Records electromotive variations in action of the heart muscle on an electrocardiograph for diagnosis of heart ailments:

Studies patient's medical records to obtain and record identifying information required for electrocardiograph (EKG) records. Escorts patients into treatment room or wheels protable equipment to patient's bedside. Explains test procedures to patients. Instructs patients to remove clothing to expose chest, arms, and legs and to lie on table. Pastes or otherwise attaches electrodes to specified areas of ankles and wrists. Connects leads from electrocardiograph to electrodes with small clamps or screw attachments.

Turn electrocardiograph and manipulates selector switch to record pulse from electrodes. Moves another electrode along specific areas of the chest to record electromotive variations in various areas of the heart muscle. Identifies sections of tracings by pressing a small marker button to signify electrode positions. May direct patient to perform physical exercise, as specified by physician, and record heart reaction following exertion. Removes electrodes from patient and tracings from electrocardiograph after administering tests.

Reviews recording from each electrode position for clear recording and for deviations from normal. Cuts out standard length of selected area, after physician has studied tracing, pastes each on mounting card, and labels each to indicate which electrode position it represents. Fills in other identifying data on record card, and files records. May prepare additional copies of electrocardiograph record, using duplicating machine.

Keeps electrocardiograph machine in working order by replenishing supply of tracing paper and ink and reporting machine malfunction to repairman. Replaces defective styluses, using screwdriver. Occasionally rubs electrodes with sandpaper to improve electrical conductance of electrodes.

May type diagnoses. Forwards bills for electrocardiograph test to financial management for inclusion in patients' accounts.

Some aspects of this job are similar to those of RADIOLOGIC TECHNOLOGIST. May perform electroencephalograph (EEG) or basal metabolism tests.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Disinfectants, electrocardiograph machine, electrolytic paste, graphic recording paper, mount cards, and scissors.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, including courses in the physical sciences, is required.

Three to 6 months' on-the-job training under supervision of an experienced technician or cardiologist is usual way in which this technique is learned.

WORKER TRAITS

Aptitudes: Verbal ability required to understand test procedures and to explain them to patients.

Form perception required to compare recorded patterns to characteristics of normal patterns.

Motor coordination required when moving electrodes and selector dial. Must be able to coordinate hands and eyes when marking electrocardiograms.

Finger dexterity required to hook up electrode leads and adjust selector knobs on machine panel.

Interests: A preference for working with people in providing diagnostic data on cardiological conditions.

A preference for scientific and technical activities is required to understand and apply knowledge of equipment and the relationship of the recording to patient's heart activity and its physiologic meaning.

Temperaments: Ability to deal with people in gaining patients' cooperation in order to produce tracings of good diagnostic quality.

Ability to meet precise limits, tolerances, or standards in positioning the chest electrode; in recording graphs in sequential order; and in cutting, mounting, and making electrocardiogram.

Physical Demands and Working Conditions: Work is light. Pushes electrocardiograph machine, weighing approximately 35 pounds, between laboratory and patients' rooms.

Reaches for, handles, and fingers electrodes, selector knobs, graph paper, and electrode leads.

Talking and hearing essential to confer with patients in explaining test procedures.

Near-visual acuity is required to read graphs and to record results.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Physician in charge of patient.

Promotion from: No formal line of promotion. This is usually an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

ELECTROENCEPHALOGRAPH TECHNICIAN

e.e.g. technician

JOB DUTIES

Measures, by means of an electroencephalograph (EEG), impulse frequencies and differences in electrical potential between various areas of the brain, to obtain data for use in diagnosis of brain disorders:

Analyzes patient's medical record to obtain such information as history of head injury or epilepsy in order to be alert for their symptoms during test. Positions patient on cot. Attaches electroencephalograph electrodes to predetermined positions on forehead, scalp, and ears, using electrode paste and collodion or special paste, or inserts needle electrodes into specified parts of scalp. May take ohmmeter reading of electrodes or press automatic electrode button to determine if resistance meets specified level. Instructs patients in how to relax and cooperate during test.

Sets battery of selector switches and turns on machine which records simultaneously a number of irregular waves indicative of impulse frequencies and differences in electrical potential between various parts of the brain. Studies wave characteristics during test to detect evidence of brain disorders and may mark graph accordingly for study by physician or neurologist. Detects and eliminates from consideration all artifacts (waves of larger amplitude caused by such activities as opening the eyes or turning the head). May record reactions to specific activities by directing patients to breath rapidly or by introducing visual, auditory, or other stimuli. May photograph brain wave patterns if electroencephalograph machine is equipped with oscilloscope screen and camera. Stops machine when complete set of tracings is obtained, removes electrodes from patient, and removes any remaining paste with alcohol.

Removes graph tracing from machine and writes patient's name, attending physician, and date for identification. Studies characteristics of tracings at length to detect any evidence not noted during test. Writes reports, indicating unusual wave characteristics shown on tracings. May indicate exact position on tracing to facilitate examination by individual using report. *Note.*—The skill in this job lies in worker's ability to distinguish curve characteristics caused by brain disorders, as well as to recognize and eliminate from consideration all artifacts. Worker does *not* interpret wave patterns.

Stocks machine with recording paper, cleans pens, and replenishes ink supply prepatory to recording. Makes minor adjustments and repairs, such as replacing tubes, condensers, and electrodes, using small handtools. Removes larger and more complex electronic units when trouble is detected and sends them to factory or repair laboratory.

Some aspects of the job are similar to those of RADIOLOGIC TECHNOLOGIST. May perform electrocardiograph or basal metabolism tests.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Adhesive tape or gauze, alcohol, electroencephalograph machine, handtools, ink, and paste or glue.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, including courses in the physical sciences is essential. Some college work in such subjects as neuroanatomy is desirable.

Three months' formal training in electroencephalography at a hospital having an EEG department is generally considered adequate. However, an informal apprenticeship requiring 3 to 6 months, depending upon the trainee's background, is a usual way to learn this technique.

WORKER TRAITS

Aptitudes: Verbal ability to learn operation and function of electronic equipment and to direct patient during recording.

Spatial ability required to visualize positions of electrodes in relation to parts of brain to be tested.

Form perception required to distinguish abnormal brain waves as indicated by graph lines and to detect artifacts.

Motor coordination required to make notations on moving graph paper during recording.

Interests: A preference for working with people is necessary as patients are often seriously ill, uncooperative, and anxious about the purpose and outcome of tests.

A preference for scientific and technical activities is required to understand and operate the electronic testing devices.

Temperaments: Ability to deal with people involved in gaining patients' cooperation to produce tests of good quality.

Accuracy to meet precise limits, tolerances, and standards required for a reliable test.

Physical Demands and Working Conditions: Work is light.

Reaching for, handling, and fingering electrodes and control knobs.

Talking and hearing essential to question and instruct patients.

Near-visual acuity required to observe and read electroencephalogram.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: Physician in charge of patient.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

HEART-LUNG MACHINE OPERATOR

JOB DUTIES

Sets up and operates heart-lung machine to take over functions of patient's heart and lungs during surgery under direction of surgon and ANESTHESIOLOGIST:

Confers with surgeons to become acquainted with nature of surgery and gather information to be used during setup procedures of heart-lung machine. Prepares for surgery by assembling machine apparatus, such as fastening tubing to pumps and filters. May prepare for sterilization equipment used in surgery. Attaches sterilized oxygenator components, pumps, filters, and reservoirs to base of machine and connects tubing to form circulatory system. Primes pump preparatory to operation according to standard procedure, using specified type and quantity of blood and/or other solutions. Starts pump to allow blood to circulate throughout the machine Opens valves to force air bubbles out of the system. Sets automatic controls and observes meters and gages to verify operation of equipment.

On direction from surgeon operates machine to achieve conditions ordered, such as total bypass, coronary perfusion, recirculation, or partial bypass. Maintains supply of blood in system and makes any adjustments needed to achieve conditions specified by surgeon or ANESTHESIOLOGIST, such as changes in blood temperature, oxygen/carbon dioxide ratio in blood, or patient's blood balance. Constantly observes machine for malfunction such as broken lines, insufficient power, or pump failure and rapidly makes repairs or manually operates pump.

Disassembles pumps and mechanical components of machine, using handtools. Cleans parts in solvent solutions. Packages parts for sterilization. Disposes of throwaway items. Greases and oils pumps and makes minor adjustments and repairs to mechanical parts. Requests maintenance from manufacturer or maintenance department for major repairs and all repairs to electrical components.

May train new operators of the heart-lung machine. May plan and make modifications in system to achieve functional capability desired by surgeon by applying knowledge of systems operation and functional capabilities. May operate machine in experimental laboratory to test reactions of animals to new drugs, procedures, or equipment modifications under controlled experimental conditions. May be trained to operate other equipment in surgery.

This job is frequently performed by two operators working as a team. Thus, the lead operator would be designated as Senior Heart-Lung Machine Operator.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Filters, handtools, heart-lung machine, pumps, solvent solutions.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required. Courses in biology, physiology, and physics are helpful.

Usually 1 year's experience as a SURGICAL TECHNICIAN is required before a worker can start training to become a machine operator. About 3 months' intensive on-the-job training, including formal classroom study is required. About 1 year's experience beyond the training period is necessary for an operator to be fully competent.

WORKER TRAITS

Aptitudes: Verbal ability required to understand medical terminology and relate it to operation and function of the heart-lung machine.

Spatial ability required to interpret diagrams and instructions for setup of heart-lung machine, and to visualize exact locations of machine components to each other as well as the flow system of the machine in order to make appropriate responses to instructions during surgery.

Motor coordination and manual dexterity required to make changes in the system rapidly and accurately in response to observed problems or instructions from surgeon or ANESTHESIOLOGIST.

Interests: A preference for working with people, required in operating a heart-lung machine.

A preference for scientific and technical activities to understand the physiology of the circulatory system and the operation of the mechanical equipment that reproduces that system.

A preference for processes and techniques such as in operating a heart-lung machine.

Temperaments: Ability to perform adequately under stress, since operator must make accurate adjustments to the system to change conditions as directed or in response to equipment malfunctions, knowing that patients' lives may depend upon his appropriate action.

Capability to meet precise tolerances and standards, since the operator must set up the machine to function properly and attain any conditions specified for the operation.

Physical Demands and Working Conditions: Work is light. Frequent lifting of items weighing up to 20 pounds is required in setting up the machine.

Reaching, handling, and fingering components and controls of machine are continously involved in setup, operation, and cleanup of machine.

Talking and hearing are essential to communicate with surgeon and ANESTHESIOLOGIST during surgery.

Near-visual acuity necessary during setup and operation of machine.

Good field of vision is required to monitor total system.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: ANESTHESIOLOGIST or surgeon in charge.

Promotion from: No formal line of promotion. May be promoted from SURGICAL TECHNICIAN (Nursing Service Department).

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

INHALATION THERAPIST

inhalation technician
oxygen-therapy technician

JOB DUTIES

Sets up and operates various types of oxygen and other therapeutic gas and mist inhalation equipment, such as iron lungs, tents, masks, catheters, cannulas, and incubators, to administer prescribed doses of medicinal gases and aerosolized drugs to hospitalized patients:

Reads prescriptions prepared by physician to determine requirements for treatment, such as type and duration of therapy and medication and dosages ordered. Determines most suitable method of administering inhalants, precautions to be observed, and modifications which may be necessary to work procedures that will be compatible with physician's orders. Examines patient's chart and band to verify identity. Takes and records pulse rate when specific type of medication is to be used or when new patient is being treated.

Gathers materials and equipment required for therapy and transports them to patient's bedside. Confers with patient, explaining treatment and breathing procedures to allay fears and anxieties associated with equipment and procedures and to elecit cooperation during therapy.

Places and fits facemask onto patient, arranges tent or hood, or tapes cannulae or catheter in position according to procedure required. Prepares medications according to prescription and adds to equipment. Turns equipment controls to regulate pressure of oxygen or other inhalant, breathing cycle, and ratio of inhalant to air. (Equipment may be connected to such sources of medicinal gases as bottled gases, hand-nebulizer, or outlet piping oxygen directly into the room.)

Observes patient during therapy to instruct in breath control. Notifies medical or nursing personnel of any adverse reactions. Reads equipment gages to insure that specified pressures are being maintained.

May operate Intermittant-Positive-Pressure-Breathing Machine (IPPB) machine to deliver medicinal gases and drugs in aerosolized mist concentration to patient's respiratory system.

Some treatments are from 5 to 15 minutes, while others are considerably longer (continuously until modified or discontinued by physician's orders). When it is clear that equipment is functioning properly and patient is tolerating therapy well, the INHALATION THERAPIST relays to attending nurse the physician's prognosis and instructions for procedure in the event of adverse symptoms.

Visits all inhalation therapy cases once or twice daily to see that physician's orders are being carried out, apparatus is in good working condition, and attending nurses are using proper techniques. Observes patient's comfort and general condition, noting rate of respiration, pulse, and color.

Prepares and maintains a chart for each patient, containing all pertinent information such as name, room number, physician ordering therapy, type of administering apparatus used, time therapy started, liter flow, concentration administered, and time it was discontinued. Makes out charge slips for inhalants, equipment used, and special services rendered, using rate list and submits to financial management for inclusion in patient's account.

Inspects and tests all inhalation therapy equipment to insure proper operating condition. Disassembles, cleans, and sterilizes equipment using handtools, towels, soap, water, and disinfectants to prepare equipment for reuse.

Orders major repairs by maintenance department or equipment manufacturers. Orders and aids in construction of special equipment for pateints with special therapy problems. Orders new equipment and sees that it is properly stored. Maintains adequate supplies of oxygen and other gases and inventories of oxygen equipment. In hospitals that are so piped, may not be responsible for operation of the oxygen system, but must understand its operation sufficiently to be sure it is functioning properly. Dispatches and receives all oxygen equipment and keeps a record of each piece of apparatus in use. Records original price and cost of maintaining each piece.

Conducts classroom and on-the-job instruction in inhalation therapy, demonstrating use of equipment and discussing new developments.

Enforces safety rules, making sure that hospital personnel, patients, and visitors are notified about precautions. Makes sure that oxygen and other gases are stored safely.

Keeps up to date by attention to the literature, exchange of information with other inhalation therapists, and attendance at appropriate professional meetings.

Depending upon the size of the hospital, this activity may well be carried out by a supervisor, several therapists, trainees, and clerical help.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Oxygen-administering equipment mask, tent, catheter; cylinder of gases; charts; handtools.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, preferably with courses in biology and chemistry, plus 6 months' to 1 year's on-the-job training under strict supervision; or enrollment in a program of inhalation therapy training, usually given by hospitals in connection with their school of nursing; or a 1-year curriculum approved by the American Medical Association.

To become a member of the American Registry of Inhalation Therapists the applicant must meet prerequisites of training and experience and, in addition, pass oral and written examinations.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to comprehend meaning of medical prescription as applied to a specific patient, and to confer with patient to obtain cooperation.

Clerical ability is necessary to recognize pertinent details in patients' charts and to keep accurate records of treatment data.

Motor coordination and finger dexterity are necessary to set up and position equipment accurately, to manipulate equipment controls, and to make minor repairs.

Interests: A preference for working with people to benefit their health.

A preference for processes, machines, and techniques, such as setting up and using therapeutic agents and equipment, following established procedures and techniques, and understanding the advantages and limitations of each type of equipment for each therapeutic technique.

Temperaments: Ability to communicate calmly with people who are under stress to alleviate their physical condition and elicit cooperation.

Accuracy to regulate medication and equipment precisely to prescription orders.

Able to deal with a variety of duties, including keeping charts; setting up, operating, and maintaining equipment; instructing trainees; and soothing patients.

Physical Demands and Working Conditions: Work is medium, involving sitting or standing to administer inhalation therapy.

Reaching for and handling equipment, valves, charts, and handtools.

Talking and hearing when conversing with patient and medical and nursing staff.

Near-visual actitity to read prescriptions and equipment gages and to observe patient's condition.

Works inside. Occasional exposure to hazards resulting from working with inflammable and explosive gases. May wear all cotton uniform and conductive-soled shoes.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: Physician in charge of patient.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Association of Inhalation Therapists
332 South Michigan Avenue
Chicago, Ill. 60604

ORTHOPEDIC-APPLIANCE-AND-LIMB TECHNICIAN

brace maker

JOB DUTIES

Makes and repairs artificial limbs, braces, and other orthopedic appliances according to prescription:

Makes plaster cast of limb or deformity and draws pattern from measurements of body members to be fitted. Cuts and fashions devices from material, such as metal, plastic, and leather, using welding equipment, forge, riveting machine, drill, and handtools. Shapes leather parts over lasts and rivets parts to braces. Pads braces with felt and sponge rubber. Polishes completed devices, using buffing wheel. Ajusts nuts and screws at joints to insure free movement.

May harness devices to limbs or stumps, using knowledge of functional anatomy. May instruct patients in use of device. May be designated according to type of appliance being made as Artificial-Arm Maker; Foot Maker; or according to materials used as Artificial-Appliance Maker, Metal; Plastic-Bucket Maker.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Hand and power tools, welding equipment, forge, riveting machine, drill buffing wheel, leather, plastic, metal.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, with courses in physics, chemistry, mathematics, and biology, as well as shopwork in metal, wood, and plastics. Four years as a trainee ("apprentice" is a commonly used term, but the apprenticeship is not formalized) is required.

It is preferred that the worker will have had a 6- to 10-week course given by many universities, including courses in biomechanics, engineering as related to prosthetic and orthotic appliances, and actual shop experience in orthotics and prosthetic construction.

WORKER TRAITS

Aptitudes: Spatial and form perception are necessary to visualize proper fit of finished product and to read specifications and prescriptions.

Motor coordination is necessary to coordinate eyes and hands or fingers rapidly and accurately when working with hand and power tools when cutting, shaping, and fashioning orthopedic devices.

Manual and finger dexterity is necessary to manipulate materials and tools to insure proper fit of orthopedic devices.

Interests: A preference for processes and techniques that involve dexterity and skill with the hands to fashion orthopedic appliances from written specifications.

Temperaments: Interested in working with hands for various duties in fashioning and adapting devices for each patient.

Ability to evaluate finished product against written specifications.

Accuracy to work to close tolerances and exact specifications in fashioning orthopedic devices.

Physical Demands and Working Conditions: Work is medium, involving lifting 50 pounds maximum with frequent lifting and carrying of objects weighing up to 25 pounds.

Reaching, handling, and fingering hand and power tools and other equipment and materials.

Near-visual acuity to read specifications and depth perception to judge distances and space relationships of devices.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: May be supervised by PROSTHETIST-ORTHOTIST or physician who has written the prescription.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

ORTHOPEDIC-CAST SPECIALIST

cast technician

JOB DUTIES

Molds and removes plaster of Paris casts and assembles and applies traction equipment for patients as directed by physician and performs related duties:

Applies and adjusts plaster of Paris casts for patients: Covers injured areas with specified protective material such as stockinet, gauze, or rubber pads. Saturates plaster of Paris-impregnated gauze bandages with water and wraps the bandage around the area of the fracture to immobilize it. Smooths the rough areas of the cast. After hardening, trims and remodels cast using electric knife and cutter and enlarges cast by using cast spreader. Removes cast at end of treatment by using cast cutter.

Makes plaster of Paris models of body areas that are to be fitted with orthopedic appliances by placing a cast on the designated area. Removes dry cast by splitting it down the sides with a cast cutter. Puts cast halves back together and rewraps the cast with additional saturated bandages. Fills inside of cast with wet plaster of Paris. After hardening, removes cast from inner model using cast knife and sends model to the orthopedic appliance shop.

Arranges and assembles traction equipment: Obtains parts for prescribed traction equipment, such as overhead-frame bars, pulleys, pulley cables, hooks, and sandbag weights; clamp bars and braces together in prescribed manner to assemble traction frame, and connects it to bedframe for stability. Connects pulley system, including hooks, pulleys, and cables to traction frame. Attaches prescribed traction supports to part of body to be suspended in traction with bandages or fasteners and hooks sandbags of prescribed weights onto cable to elevate specified part of body with required amount of tension. Connects trapeze to prescribed location on frame to enable patient to change position of body in bed.

Cleans work areas and tools. Inspects fracture tables to make sure they are properly maintained. Inventories and orders supplies for cast room. May perform duties in emergency or cast room, such as taking temperature, applying dressing to cuts, and taking respiration rate and blood pressure.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Cast cutter, cast knife, cast spreader, and traction equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Completion of 2 years' of high school is required.

Approximately 3 to 6 months' on-the-job training, including some formal classroom instruction, is necessary.

WORKER TRAITS

Aptitudes: **Spatial ability required to visualize relationship of assembly parts in applying traction.**

Motor coordination required in applying casts and smoothing plaster of Paris.

Manual dexterity required to assemble traction equipment and to cut casts from patients.

Interests: **A preference for things and objects, involved in assembling and applying traction.**

A preference for processes and techniques required in application of casts and traction.

Temperaments: **Ability to meet precise limits and standards in molding casts and applying traction equipment.**

Physical Demands and Working Conditions: **Work is medium, involving lifting and carrying in moving patients and supplies.**

Reaching for, handling, and fingering cutting tools and other orthopedic equipment.

Works inside.

JOB RELATIONSHIPS

Workers supervised: **None.**

Supervised by: **Physician in charge of patient.**

Promotion from: **No formal line of promotion. This may be an entry job.**

Promotion to: **No formal line of promotion.**

PROFESSIONAL AFFILIATIONS

None.

ORTHOPTIST

pleoptist

JOB DUTIES

Teaches persons with correctable focusing defects to develop and use binocular vision (focusing of both eyes) correctly and comfortably:

Reviews patient's referral slip, received from clinic or physician, to obtain data concerning patient's medical diagnosis and history and instructions for testing or treatment. Prepares case history and schedules tests and treatments.

Administers orthoptic and pleoptic tests measuring such items as visual acuity, focusing ability, binocular cooperation, and eye-motor movement of eyes, separately and jointly, using such equipment as telebinoculars, tachistoscopes, disparators, amblyscopes, and prisms.

Positions, instructs, and directs patient during treatment and therapy. Assists patient to move, focus, and coordinate both eyes to aid in visual development. Develops visual skills in eye-hand coordination, near-visual discrimination, and depth perception, using developmental glasses. Uses such instruments as euthyscope, localizer, visuscope, and projectorscope and such work aids as pictures, crayons, and letter separators, to perform pleoptic and orthoptic treatment and therapy.

Instructs adult patients or parents of young patients in utilization of corrective exercises and methods at home.

Prepares reports and confers with physician periodically to advise on patients' progress. Maintains patients' case histories.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Eye testing and therapy equipment such as visuscope, occluder, pleoptophor, projectorscope, pictures, goggles.

EDUCATION, TRAINING, AND EXPERIENCE

Two years' college or equivalent, with courses in biology, physics, and child psychology (some schools require that applicant be a college graduate or a registered nurse). Plus 1 year of theoretic and practical training at specified training centers, after which student is eligible to take examination for certification by American Orthoptic Council.

Brief on-the-job training to become familiar with physicians' techniques and with hospital procedures.

WORKER TRAITS

Aptitudes: Verbal ability is required to interpret oral and written instructions using medical terminology; to communicate with both child and adult patients; and to read manuals, charts, and specifications to obtain data concerning treatment, test results, and use of complex instruments.

Form perception is required to discern details in objects when working with screen, pictures, and words.

Motor coordination and finger and manual dexterity are required to adjust instrument controls.

Color vision is required to administer and evaluate eye tests.

Interests: A preference for working with people, when correcting visual disorders and developing binocular vision.

A preference for technical activities in using the testing and therapeutic equipment to determine extent of visual impairment and make recommendations.

Temperaments: Able to communicate with patients to establish favorable attitude and to motivate them to desired cooperation and effort in rehabilitation development.

Ability to perform a variety of changing duties depending upon specific therapy program.

Accuracy to perform tests and treatments in established techniques to timed intervals as prescribed by physician.

Physical Demands and Working Conditions: Work is light, involving sitting, standing, and walking when performing tests and therapy.

Reaching for, handling, and fingering equipment controls and work aids.

Talking and hearing to convey information and give instructions.

Visual acuity and color vision to administer and evaluate tests.

Works inside. Some testing and therapy may be performed in a darkened room.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: Physician in charge of patient.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Orthoptic Council
4200 North Woodward Avenue
Royal Oak, Mich. 48072

PROSTHETIST-ORTHOTIST

JOB DUTIES

Designs, writes specifications for, and fits artificial limbs, braces, and appliances for body deformities and disorders following prescription of a physician or other qualified medical practitioner:

Examines affected area for protusions, contusions, and other factors affecting the fitting and placing of artificial limbs and orthopedic appliances. Measures limbs or deformity, using calipers, tape measure, ruler, and other measuring devices and instruments. Plans an appliance which will give maximum possible function to meet an individual patient's needs. Makes plaster cast of limb or deformity to determine type of and specifications for brace or artificial limb to be made. Selects appropriate materials and components, such as plastic, leather, wood, steel, and aluminum. Corrects irregularities and deficiencies in cast, and gives specifications of limb or brace to ORTHOPEDIC-APPLIANCE-AND-LIMB TECHNICIAN to fabricate article.

Receives finished article and fits appliance or limb on patient, making necessary adjustments to provide greater function and comfort. Confers with physician, therapists, and others of the rehabilitation team to evaluate appropriateness of appliance or limb. Instructs patients in proper use of devices.

May specialize in making and fitting artificial limbs and be designated as PROSTHETIST or in making and fitting orthopedic braces and similar devices to support weakened body parts or to correct physical defects and be designated as ORTHOTIST.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Calipers, tape measure, ruler, and other measuring devices and instruments, hand and power tools, and wood, plastic, leather, metals.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation with courses in physics, chemistry, mathematics, and biology, as well as shopwork in metal, wood, and plastics. Four years as a trainee ("apprentice" is a commonly used term, but the apprenticeship is not formalized) is required.

Some universities are now offering a 4-year course leading to a B.S. degree. This includes courses in functional anatomy, physiology, and principles of biomechanics.

It is preferred that the worker will have had a 6- to 10-week course which is given by many universities, including courses in biomechanics, engineering as related to prosthetic and orthotic appliances, and actual shop experience in orthotic and prosthetic construction.

Must be certified by American Board of Certification of the Prosthetic and Orthotics Appliance Industry, Inc.

WORKER TRAITS

Aptitudes: Verbal ability is necessary for communicating effectively with both patients and members of the rehabilitation team.

Numerical ability is necessary to make calculations of quantity of materials to be used and for proper fit of orthopedic device.

Spatial and form perception are necessary to visualize proper fit of finished product and to read specifications and prescriptions.

Manual and finger dexterity is necessary to manipulate measuring devices and appliances to insure proper fit.

Interests: A preference for aiding people and performing services of benefit and help.

A preference for scientific and technical activities to measure, write specifications for, and fit orthopedic devices.

Temperaments: Ability to handle various duties in fitting and adapting devices to each patient.

Able to deal directly with patients and other members of the rehabilitation team.

Capable of evaluating suitability and fit of device for particular patient.

Able to work to close tolerances in fitting and adjusting devices.

Physical Demands and Working Conditions: Work is light.

Stooping and kneeling to measure and fit devices.

Reaching for, handling, and fingering measuring instruments and hand tools to measure and fit devices.

Talking and hearing when discussing job duties with patient and rehabilitation team.

Near-visual acuity to read measuring instruments.

Works inside.

JOB RELATIONSHIPS

Workers supervised: May supervise ORTHOPEDIC-APPLIANCE-AND-LIMB TECHNICIAN and trainees.

Supervised by: None. (Follows prescription of a physician.)

Promotion to: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

American Orthotics and Prosthetics Association
919 18th Street, NW.
Washington, D.C. 20006

PULMONARY-FUNCTION TECHNICIAN

JOB DUTIES

Operates variety of electromechanical respiration equipment, such as respirometer, radiometer, and intermittent-positive-pressure-breathing machine, to obtain data relative to functioning of patients' respiratory processes for use by physician in diagnosing and treating pulmonary disorders:

Confers with patients, explaining nature of test, to allay fears and anxieties associated with equipment and procedures and elicit cooperation. Applies nose clip to patients to assure breathing through mouth only. Performs tidal volume and oxygen-consumption test, maximum-inspiratory-capacity test, expiratory reserve-volume test, maximum breathing-capacity test, and forced expiratory vital-capacity test, using respirometer, following specified intervals for tests and resting of patient. Upon completion of pulmonary-mechanics test, results are calculated, using electric calculator or posting valves recording on kymographs to computerized work sheets for automatic printout of test data. Test results may be calculated and posted by hand.

Performs anticongestion tests, using intermittent-positive-pressure-breathing equipment and bronchodilator medications to determine effect of medication on pulmonary abilities reflected by previous pulmonary-mechanics tests.

Performs lung-volume studies, using respirator equipped to deliver mixture of helium, oxygen, and room air. Analyzes arterial blood specimens collected by physician to determine saturation of oxygen in blood, percentage of red cells, and determinations of other content, using reflectance oximeter, micro hematocrit centrifuge, and radiometer. Notes scale readings of test equipment following specified statistical procedures to correct findings for temperature and barometric pressure and age, height, and weight of patient, using electric calculator. Routes results of special tests, computer-output data, and kymographs to physician for interpretation.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Electric calculator, intermittent-positive-pressure-breathing machine, microhematocrit centrifuge, nomograms and conversion tables, oximeter, radiometer, respirators, rulers, and calculator.

EDUCATION, TRAINING, AND EXPERIENCE

Two years' of college-level courses with a major in science is required. A bachelor's degree is highly preferred.

Usually prior experience is not necessary.
Six months' on-the-job training is required.

WORKER TRAITS

Aptitudes: Verbal ability required to understand medical terminology and technical machine language and for periodic review of literature developed in the pulmonary-function field.

Numerical ability required to calculate test results by formula, using calculating machine, conversion tables, and nomograms.

Form perception required to perceive pertinent detail recorded on kymograph tracings and plot test values of graphs.

Manual dexterity required to operate machine controls.

Interests: A preference for things and objects is required to perform all of the various kinds of tests.

A preference for scientific and technical activities is required to master the technique of testing and to keep abreast of the latest innovations in the pulmonary-function field.

Temperaments: Ability to deal with people in preparing patients for the various tests and allaying their fears and anxieties.

Ability to meet precise limits, tolerances, and standards to produce quality tests.

Physical Demands and Working Conditions: Work is light, involving considerable amount of walking while operating various respiration machines.

Reaching for, handling, and fingering machines and machine controls.

Near-visual acuity is required to locate and plot test results on kymograph tracings.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: Physician in charge of patient.
Promotion from: No formal line of promotion.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

THERAPY TECHNICIAN

cobalt technician
hyperbaric chamber technician
radiotherapy technician
therapy technologist

JOB DUTIES

Administers radiation and X-ray therapy to patients, as prescribed by physician, utilizing specialized X-ray equipment, plastic hyperbaric chamber, and other laboratory equipment:

Studies patients' charts to ascertain type of treatment required, location of affected area, history of previous radiation treatment, and amount of radiation exposure allowed patient.

Utilizing special X-ray equipment, positions and instructs patient and determines proper voltage, current, and desired exposure time for each treatment. Exposes treatment area marked on patient's body with grease pencil by RADIOLOGIST and covers with lead shield all unaffected areas of body. Determines smallest X-ray beam possible to adequately cover involved area, using technique chart and knowledge of radiography. Consults RADIOLOGIST'S notation as to dosage required, considers technical factors involved, such as output of machine and weight of patient, and adjusts controls to emit desired density and concentration of rays. Centers tube at proper angle and adjusts cone to direct rays on designated area, using knowledge of human anatomy and radiologic technique. Flips switch to activate machine which automatically cuts off at end of preset treatment time. Assists patient from X-ray table. Notes on patient's chart the date, machine setting, length of treatment time, and other pertinent information. Must wear protective garments.

Utilizing plastic hyperbaric oxygen chamber, explains treatment procedure to patient, positions him on cot, and adjusts immobilization devices to hold affected area motionless during treatment. May attach monitoring devices to patient such as earphones and microphone so that he can converse with physician and technician during treatment (periods of 30 to 45 minutes). Attaches electrodes to specified areas of body and lead wires to electrocardiograph machine and pulse amplifier. Positions patient in chamber, secures door, and adjusts beam cone of X-ray machine so that rays will be directed through plastic top of chamber to immobilized area. Consults instructions on control panel, observes pressure dial, and turns controls to regulate flow of oxygen into chamber until desired pressure is obtained, as prescribed by RADIOLOGIST. Consults patient's chart to determine amount of radiation to give, turns dials, and sets switches to prepare machine for operation. Presses switch to direct beam of cobalt or other rays to affected area for specified period of time. Observes patient or monitoring devices to detect any discomfort or evidence of difficulty and notifies RADIOLOGIST, if necessary. Removes patient at end of treatment. Records treatment data in logbook and on patient's record.

Reads research literature to keep informed of latest methods in radioactive treatments. Compiles statistical data from patients' charts, such as ages, types of treatment received, area of body involved, and associated diseases for research physician.

MACHINES, TOOLS, EQUIPMENT, WORK AIDS

X-ray equipment, hyperbaric oxygen chamber, logbooks and patients' charts, and protective garments.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation or equivalent. Satisfactory completion of formal radiologic technology training in an AMA-approved school and ability to meet requirements for registry by the American Registry of Radiologic Technologists (ARRT). One to 2 years' training in operation of specific equipment.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand oral and written instructions stated in radiologic and medical terms and to exchange information with patients and hospital staff.

Spatial perception is necessary to visualize inner structure of human body in relation to X-ray equipment in order to correctly position X-ray for treatment.

Motor coordination is necessary to manipulate switches and controls of X-ray equipment and hyperbaric chamber.

Interests: A preference for scientific and technical activities to master principles, techniques, and procedures of radiology.

A preference for processes, machines, and techniques such as in applying radiation therapy to diseased patients.

Temperaments: Ability to establish contact with people who may be under emotional and physical stress.

Ability to work with precision in alining X-ray equipment for therapy treatments and in following physicians' orders.

Physical Demands and Working Conditions: Work is light. May assist patients in assuming required position for therapy.

Standing and walking to position X-ray equipment.

Talking and hearing when conversing with patients and with attending physicians.

Near-visual acuity to read dials and adjust X-ray equipment.

Depth perception to position X-ray beam cone at precise distance from patient.

Works inside. Wears lead apron and gloves occasionally. Some hazard of X-ray burns and radiant-energy absorption.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: Physician in charge of patient.
Promotion from: No formal line of promotion.
Promotion to: RADIOLOGIC TECHNOLOGIST, CHIEF.

PROFESSIONAL AFFILIATIONS

American Society of Radiologic Technologists
645 North Michigan Avenue
Chicago, Ill. 60611

American Registry of Radiologic Technologists
2600 Wayzata Boulevard
Minneapolis, Minn. 55405

THERMOGRAPH TECHNICIAN

JOB DUTIES

Conducts body-surface temperature tests used in diagnosing tumors, peripheral vascular diseases, and other diseases, using thermograph, under the supervision of a physician:

Interviews patients to obtain medical history that may have significant effects on test results. Positions patients on testing table or bed according to part of body to be tested. Places opaque paper markers, which are used as reference points on film, on specified parts of body. Gives patients warm drink or heats body to increase body warmth of specified areas.

Adjusts horizontal position of mirror to reflect infrared rays from body surface into thermograph unit. Adjusts thermal gray scale (a device used in conjunction with the thermograph as an aid in measuring surface temperatures of body areas other than those being measured by thermograph) attached to mirror to prescribed position. Connects gray scale to power supply. Views reflections of patient's body through guides in machine and realines mirror and gray scale if required. Loads polaroid camera, attached to film unit. Pulls switch to activate scanning device of unit and begins to shoot film. Sets automatic timer to prescribed setting to control vertical movement of scanner and lens-shutter opening of camera. Observes screen of thermoscope, connected to thermograph, to ascertain degree of focus, area of scan, and brightness of photographic process. Adjusts thermograph controls to regulate focus, sensitivity, and brightness and turns handweels to adjust scan of unit. Removes developed film from camera.

Attaches film to patients' test reports. Writes notes on reports regarding procedure variables. Forwards reports to physician requesting test.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Film reports and thermograph unit.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required.
Three to 6 months' on-the-job training is required.

WORKER TRAITS

Aptitudes: Spatial ability required to visualize what the exact positioning of patients should be so that good quality film can be obtained.

Form perception required to regulate brightness and focus of camera.

Finger dexterity required to regulate thermograph controls.

Interests: A preference for working with people is required as patient may be seriously ill and very anxious about the outcome of the test.

A preference for technical activities is required to understand and operate the thermograph.

Temperaments: Ability to deal with people in obtaining patients' cooperation to produce quality film.

Ability to meet precise limits, tolerances, and standards to determine focus and brightness and to adjust scan of unit.

Physical Demands and Working Conditions: Work is light. Occasionally exerts 15 to 20 pounds of pressure when positioning patient.

Reaching for, handling, and fingering equipment and controls.

Talking and hearing essential to obtain medical history from patients and to give instructions during test.

Near-visual acuity required in reading and adjusting thermoscope impulses.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Physician in charge of patient.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

PLANT OPERATION AND MAINTENANCE DIVISION

ENGINEERING-MAINTENANCE DEPARTMENT
HOUSEKEEPING DEPARTMENT
LAUNDRY DEPARTMENT

ENGINEERING–MAINTENANCE DEPARTMENT

Purpose: To maintain and service utilities such as light, heat, airconditioning, and power and provide maintenance necessary for care of hospital facilities; to create a pleasant and comfortable physical environment for patients, employees, medical staff, and general public.

Responsibility: Transmission of light, heat, service utilities, and power is the assigned function of engineering. The function of maintenance concerns upkeep, repair, and minor renovation of buildings and grounds and that equipment not cared for by the using departments. Since engineering and maintenance functions and responsibilities overlap to a considerable degree, they are described here as a single unit. In some hospitals these functions are separately managed, but in many they are combined.

Engineering-maintenance functions include advising the ADMINISTRATOR on matters pertaining to service utilities; establishing technical procedures and management functions pertaining to repairs and utilities; providing technical advice and assistance concerning improvements of hospital plant, including landscaping, construction, and repairs; coordinating matters pertaining to major construction; establishing priority for repairs and utility projects; and planning, programing, and accomplishing maintenance, repair, and improvements of building, structure, roads, grounds, drainage systems, and utilities.

Boilers, pumps, and other boilerroom equipment are utilized for production of heat, steam, and hot water. Operation of this equipment also implies maintenance of transmission lines, traps, and hospital machinery using pressure steam, such as in the kitchen, laundry, and for sterilizing equipment.

The department maintains all electrical systems and ancillary equipment, including refrigeration, air-handling equipment, motors, and wiring. A few hospitals operate and maintain their own electrical generating plant.

Maintenance of buildings, grounds, and equipment include the functions of carpentry, painting, plumbing, electrical work, airconditioning, gardening, furniture repair, plastering-masonry, welding, and many others.

A number of miscellaneous functions may be assigned to this department. Some include planning and supervising refuse collections and disposal and insect and rodent control, trucking and chauffeuring, and planning and supervising plant protection. A large establishment may have a separate security department.

AUTHORITY: The size and composition of the engineering-maintenance staff varies according to the size and needs of each hospital. In large hospitals the supervision of this department is usually the responsibility of the DIRECTOR, PLANT OPERATIONS, who may be a graduate engineer or have had extensive experience. The DIRECTOR, PLANT OPERATIONS is usually under the supervision of the ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR. He supervises all department staff.

In the small hospitals the ENGINEERING FOREMAN often supervises the department. The staff is smaller in these hospitals and many jobs may be combined.

A number of miscellaneous occupations are sometimes included in this department such as GUARD, ELEVATOR OPERATOR, GROUNDS KEEPER, and TRUCK DRIVER.

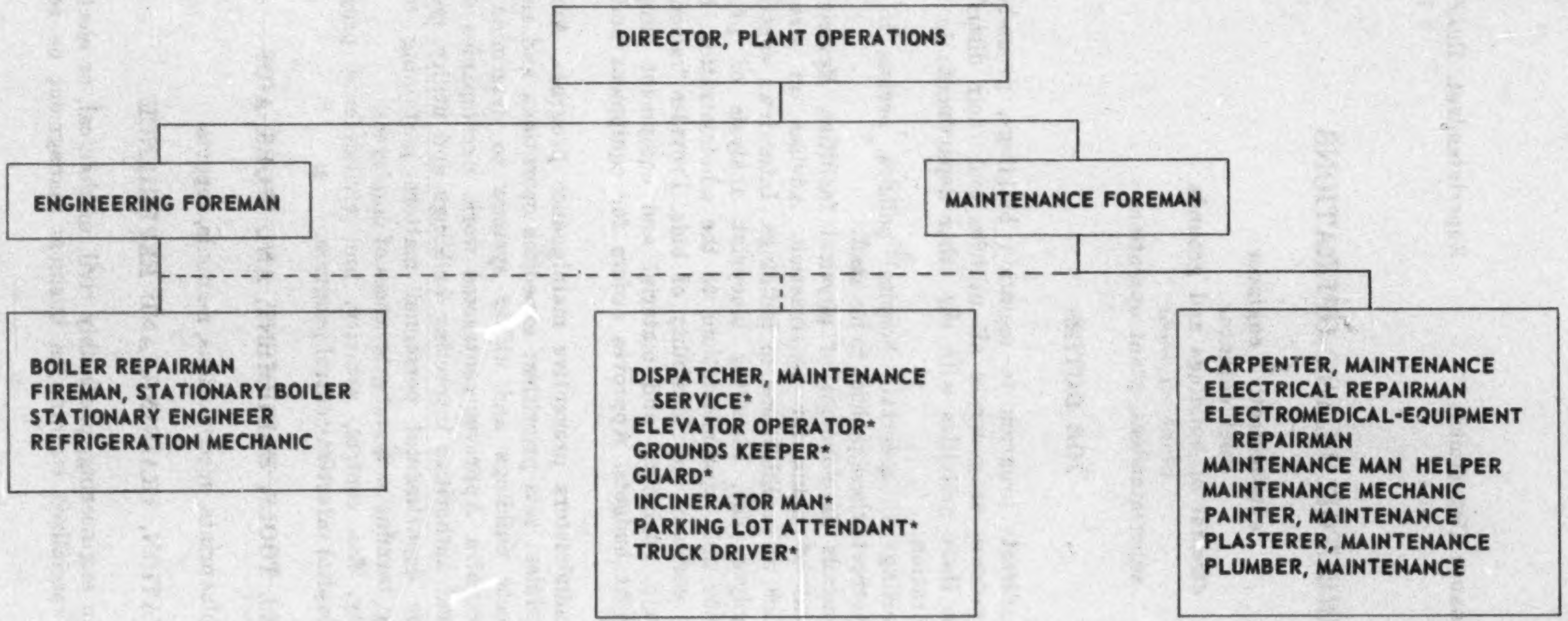
INTERRELATIONSHIPS AND INTRARELATIONSHIPS: The departments of engineering, maintenance, housekeeping, and laundry render services essential to hospital operation. These departments are found combined in a number of ways depending upon hospital size. While they have been discussed in this publication as separate units for purposes of clarity, their individual functions and responsibilities overlap to a degree, making clear-cut divisions difficult. Regardless of the difficulty of doing so, it is necessary to establish responsibility for specific duties and to define clearly the lines of authority. This provides a guide for those related functions and encourages interdepartmental cooperation. The engineering-maintenance department services all departments in the hospital. Scheduling of work and repairs must be established on priority basis in cooperation with all departments.

STANDARDS: Most State laws are specific in their requirements for some personnel in the engineering department. Wherever high-pressure steam is used, a licensed engineer must be on duty at all times when boilers are fired.

PHYSICAL FACILITIES AND STAFFING: A well-organized storeroom; adequate space for machine, electrical, plumbing, carpentry, and paint shops, etc.; and an office for the department head are essential to a smoothly operating department. Consideration must also be given to location of shops and storerooms.

The number of personnel and space requirements will depend on size and needs of the hospital. Smaller hospitals that cannot employ an extensive staff combine jobs or utilize the services of private contractors.

ENGINEERING AND MAINTENANCE DEPARTMENT


DIRECTOR, PLANT OPERATIONS
ENGINEERING FOREMAN
MAINTENANCE FOREMAN
BOILER REPAIRMAN
FIREMAN, STATIONARY BOILER
STATIONARY ENGINEER
REFRIGERATION MECHANIC
DISPATCHER, MAINTENANCE SERVICE*
ELEVATOR OPERATOR*
GROUNDS KEEPER*
GUARD*
INCINERATOR MAN*
PARKING LOT ATTENDANT*
TRUCK DRIVER*
CARPENTER, MAINTENANCE
ELECTRICAL REPAIRMAN
ELECTROMEDICAL-EQUIPMENT REPAIRMAN
MAINTENANCE MAN HELPER
MAINTENANCE MECHANIC
PAINTER, MAINTENANCE
PLASTERER, MAINTENANCE
PLUMBER, MAINTENANCE

*In some hospitals this worker is supervised by the MAINTENANCE FOREMAN and in others by the ENGINEERING FOREMAN. Sometimes this job is not included in this department.

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

Engineering-Maintenance Department **Superintendent, Building II**
187.168

DIRECTOR, PLANT OPERATIONS

administrative engineer
chief engineer
director of buildings and grounds
plant engineer
superintendent, plant operations

JOB DUTIES

Administers and directs program to maintain buildings, grounds, and equipment and to procure or generate all utilities and their distribution systems; coordinates these activities with the other departments to insure safe and efficient operation:

Attends staff meetings to ascertain hospital policies, assists in their development, and interprets these policies to his staff.

Plans and recommends development of physical facilities. Reviews and recommends approval of plans for construction. Advises on structural changes and additions or modifications to buildings. Interviews contractors to receive and analyze bids, including blueprint analysis of proposed changes. Submits bids and recommendations to the administration, basing recommendations on economy and feasibility of bids. Provides liaison with contractors, architects, engineers, and material and equipment suppliers.

Prepares department budgets. Approves orders for equipment and supplies, as authorized.

Establishes and administers preventive maintenance program. Analyzes costs and work schedules; sets priorities; expedites operations and repairs.

Periodically inspects buildings and utility systems to determine need of alterations and repairs. Approves contracted work. Accompanies appropriate State and local authorities inspecting buildings and utility systems.

Is responsible for departmental personnel matters pertaining to the employment, training, termination, and grievances of employees.

May direct safety, fire control, security, and civil-defense programs and participate in hospital infection-control program.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Office equipment, blueprints, specifications, manuals, reports.

EDUCATION, TRAINING, AND EXPERIENCE

Graduate degree in engineering, preferably civil, mechanical, or electrical, supplemented with specialized training in business managment or related experience.

And/or 5 to 10 years' progressive experience in supervision and maintenance in installation, construction, and maintenance of equipment, utilities, and buildings.

WORKER TRAITS

Aptitudes: Verbal ability is required to communicate with staff, contractors, and others; to gather and analyze data for reports; and to keep informed of new developments.

Numerical ability is required to prepare departmental budgets and estimates for new construction or repairs and maintenance.

Spatial perception is required to read and understand blueprints and specifications of new construction, installation, and maintenance of equipment.

Ability to analyze, organize, and delegate.

Interests: A preference for contacts with people in supervising departmental employees, with contractors and builders, and with hospital administrative staff.

A preference for machines and techniques to insure safe, sanitary, and efficient operation of physical plant of hospital complex and its utilities.

Temperaments: Ability to assume overall responsibility for engineering and maintenance of hospital utility services, buildings, and grounds.

Able to make emergency decisions in respect to failure of plant utilities or other delegated responsibilities.

Able to comprehend wide range of technical subjects and coordination of details.

Facility to communicate with people under his supervision as well as other department heads and public.

Ability to work to standards set by applicable national, state, and local building codes.

Physical Demands and Working Conditions: Semisedentary. Sits and walks throughout workday.

Stooping and climbing in inspecting and directing work. Handling and manipulating office equipment and materials. Talking and hearing for frequent communication with staff and others. Near-visual acuity to read blueprints, building code manuals, and bids from contractors.

Works inside and outside. Visits all areas of the hospital and supporting facilities. May be required to work long hours in emergencies.

JOB RELATIONSHIPS

Workers supervised: All employees in the department through appropriate supervisors.

Supervised by: ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR.

Promotion from: An Assistant Director, Plant Operations, ENGINEERING FOREMAN, or MAINTENANCE FOREMAN.

Promotion to: ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

American Society for Hospital
Engineers
840 North Lake Shore Drive
Chicago, Ill. 60611

BOILER REPAIRMAN

heating–equipment repairer
station mechanic

JOB DUTIES

Maintains and repairs stationary steam boilers and related equipment, using handtools and portable powertools:

Performs daily inspection of boilers, pipelines and operating equipment for steam, water, air, and fuel leaks or defective parts. Observes meters and pressure gages and listens to sounds of operating equipment to detect malfunctioning units.

Directs cleaning of boilers and boiler furnaces. Inspects and repairs boiler fittings, such as safety valves, regulators, automatic-control mechansims, and water columns, and auxiliary machines, such as pumps, draft fans, stokers, and burners. Replaces damaged boiler tubes and plates. Repairs or replaces high-pressure piping. May patch boiler insulation with cement. Refers to manuals and specifications in determining and correcting malfunctions. Obtains replacement parts from storage or prepares requisition for their purchase.

Notifies ENGINEERING FOREMAN when boiler sections are in need of repair requiring outside services and when boiler is cleaned, repaired, and ready for State inspection.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Mechanic's tools, plumbing tools, welding equipment, boilers, compressors, and specifications.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, with courses in shop mathematics and blueprint reading. Five years' repair experience on high-pressure boilers. Some localities and States require licensing.

WORKER TRAITS

Aptitudes: Numerical ability is required to perform arithmetic calculations when measuring and cutting pipe.

Spatial perception is required when working from blueprints to repair machinery and equipment.

Form perception is required in inspecting and fitting parts for equipment and machinery.

Motor coordination and manual and finger dexterity are required when working with handtools and when lubricating and adjusting parts.

Color discrimination is required to detect signal lights indicating malfunctioning.

Interests: A preference for dealing with things and objects to maintain boilers and pumps using handtools and powertools.

Temperaments: Ability to evaluate condition of boilers and make judgements based on knowledge and experience concerning type and extent of repairs.

Able to make repairs, meeting exact standards and limits required by building codes.

Physical Demands and Working Conditions: Work is heavy requiring lifting and carrying equipment, materials, and tools weighing up to 100 pounds.

Climbing and balancing when working, cleaning, and repairing equipment.

Reaching, handling, and fingering tools, materials, and equipment.

Hearing to detect warning signals and equipment malfunctioning.

Near-visual acuity required to read manuals and specifications.

Color vision and field of vision required to detect signal lights and malfunctioning equipment.

Works inside. Subject to extreme heat while working around boilers.

Wet and humid conditions while cleaning boilers.

Noise and vibration of operating equipment.

Subject to bodily injury from burns and falls while working on pipes and boilers.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: ENGINEERING FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job or promotion from a helper position.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

CARPENTER, MAINTENANCE

JOB DUTIES

Constructs, repairs, and maintains wooden structures such as furniture, equipment, partitions, and other parts of hospital buildings, using hand and power tools according to written or oral instructions:

Calculates quantity of materials needed and requisitions lumber, hardware, and other supplies. Selects stock, tools, and supplies such as nails, screws, and glue to repair wooden structures. Removes and replaces broken or rusted hardware. Repairs partitions, doors, windows, floor, furniture, and building framework, using powertools such as planer, sander, saws, and drills or handtools such as planes, chisels, rasps, and saws.

Reads blueprints or specifications to determine procedure of constructing cabinets, furniture, partitions, and other wooden articles. Measures and marks in prescribed dimensions on wooden stock using rules, tape measures, calipers, compass, and marking pencil to guide cutting operations. Assembles wooden pieces using glue, nails, and screws in building such items as shipping crates, stands, display racks, and instrument and equipment cases. Installs floor boards and coverings, such as linoleum and asphalt tile. Cuts formica, using knife or saw, and glues it to cabinet tops.

Depending on hospital needs, may perform related tasks such as: Replacing glass windows or worn ceiling tile; reupholstering chairs; building scaffolding and cement forms; assisting other craftsmen in handling materials on major repair or installation projects; and being designated a "leader" with minor supervisory duties.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Woodworking powertools such as planer, saws, and drill; carpenter's handtools such as hammer, screwdriver, file, square, calipers; and blueprints and stepladder.

EDUCATION, TRAINING, AND EXPERIENCE

Trade or vocational school graduate, with courses in blueprint reading, mechanical drawing, mathematics, carpentry, and woodworking.

At least 1 year's experience in comparable work is required for employment. Induction into occupation is through a 4-year apprenticeship or equivalent on-the-job training.

WORKER TRAITS

Aptitudes: Numerical ability is needed to perform arithmetic operations in calculating quantities of materials needed and in measuring and cutting building materials.

Spatial ability is needed to understand forms and relationships when working from blueprints or specifications.

Form perception is needed to determine lengths and widths of lines when cutting wooden sections or parts.

Motor coordination is needed to coordinate eyes and fingers when using hand and power tools.

Finger dexterity is needed to finger small tools and supplies, such as nails, screws, and measuring instruments.

Manual dexterity is needed for skillful and accurate hand and arm movements when using powertools and hammer.

Interests: A preference for working with things and objects such as carpentry tools to construct and repair wooden equipment.

A preference for activities producing a tangible product such as an instrument case.

Temperaments: Ability to perform duties that vary frequently according to assignment, such as constructing cabinets, repairing furniture or woodwork, or specific needs of the day.

Able to evaluate information against measurable criteria when selecting materials and equipment according to knowledge of carpentry.

Ability to work within set standards and limits as in fitting moldings and doors and following blueprints.

Physical Demands and Working Conditions: Work is medium. Lifts and carries such items as ladders, cabinets, and tool chests weighing up to 40 pounds.

Manipulates stop and start switches on power-driven machines.

Occasionally climbs ladder to replace glass windows, and to repair ceiling tile.

Occasionally stoops, kneels, crouches, or crawls to repair moldings and floors.

Reaches, handles, fingers, and feels nails, hammer, boards, and handtools.

Near-visual acuity necessary to measure wood and chairs and to build displays.

Color vision needed to match color of molding being repaired or replaced.

Works inside. Subject to vibration and noise from power equipment.

Exposed to cuts and injury from power equipment.

JOB RELATIONSHIPS

Workers supervised: May have a helper.

Supervised by: MAINTENANCE FOREMAN.

Promotion from: No formal line of promotion. May be promoted from a helper position when experience requirements can be met.

Promotion to: No formal line of promotion. May be promoted to MAINTENANCE FOREMAN.

PROFESSIONAL AFFILIATIONS

None.

DISPATCHER, MAINTENANCE SERVICE

maintenance clerk

JOB DUTIES

Receives telephone and written requests from hospital departments for maintenance service such as repair work, machine adjustments, and renewals or installation of apparatus; relays requests to proper personnel; keeps records of requests, repairs made, time involved, and machinery and supplies purchased:

Checks storage area regularly to determine availability of supplies and orders emergency supplies as necessary. Maintains inventory by checking files and catalogs of suppliers, prepares requisitions, and submits to purchasing department; checks deliveries against invoices.

Maintains records of machinery and equipment by posting, on file card, data such as type of equipment or machinery purchased, manufacturer's name and address, dates of purchase, installation, scheduled maintenance, and department where installed.

Receives requests; notifies MAINTENANCE FOREMAN or ENGINEERING FOREMAN (who designates employee to be assigned); locates and notifies employee of assignment.

Compiles data on departmental charges for maintenance of equipment and supplies.

May act as timekeeper for the department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Telephone and report and requisition forms.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, with ability to understand oral and written instructions.

Experience as a parts clerk, is preferred.

One to 3 months' on-the-job training to become familiar with facilities, reports, requisitions, parts, and supplies.

WORKER TRAITS

Aptitudes: Verbal ability is required when receiving and passing on maintenance requests, in talking with suppliers of equipment, and in keeping records.

Numerical and clerical abilities are required to maintain inventories and stock records.

Interests: A preference for things and objects, such as machinery and supplies.

Temperaments: Ability to perform a variety of duties when making inventories, keeping records, and receiving requests for maintenance service.

Ability to make some decisions during emergency situations when important machinery may break down.

Physical Demands and Working Conditions: Work is medium, with frequent lifting and carrying supplies weighing up to 25 pounds.

Stooping and crouching while storing and obtaining supplies in storage bins.

Reaching for, handling, and fingering supplies, telephone, records, and papers.

Talking and hearing to receive and relay messages and instructions in person or by telephone.

Near-visual acuity while obtaining and recording data from catalogs, parts lists, and on record forms.

Works inside.

JOB RELATIONSHIPS

Workers supervised · None.

Supervised by: MAINTENANCE FOREMAN or ENGINEERING FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

ELECTRICAL REPAIRMAN

electrician, maintenance
trouble shooter

JOB DUTIES

Repairs, installs, replaces, and tests electrical circuits, equipment, and appliances, using handtools and testing instruments, to supply electrical power for lighting and equipment operation in a hospital:

Inspects and tests electrical lighting, signal, communication, and power circuits and equipment. Isolates defects in wiring, switches, motors, and other electrical equipment, using testing instruments such as ammeter, ohmmeter, voltmeter, testing lamp, or growler. Examines and tests such elements of systems as distribution panel, controls, circuit fixtures, and motors to locate obvious faults, such as blown fuses, short circuits, broken wires, loose connections, and worn motor brushes.

Repair electrical circuits and equipment. Replaces faulty switches, sockets, plugs, fuses, insulators, and other simple elements of electrical systems, fixtures, and appliances. Renews circuits either by isolating and cutting out defective wiring and replacing it with new wiring, or by splicing ends of broken wires. Dismantles electrical machinery with handtools and unsolders or unscrews wiring connections. Replaces such defective mechanical parts as gears, bushings, and bearings and such related electrical parts as brushes, armatures, commutators, and transformers, assembling components according to diagrams. Checks clearance of moving parts with precision gages. Restores electrical connections to complete circuits.

Installs new wiring and electrical machinery. Studies blueprints and diagrams to ascertain layout, location, and specifications of items to be installed. Estimates quantities of materials needed and prepares requisitions. Cuts and shapes conduit with handtools and fastens it in place with brackets or similarly installs armored cable. Fastens fixtures, switches, and outlet boxes in position. Runs wire through conduit and makes connections to complete circuits. Assembles, installs, and connects components of switchboards and distribution panels and connects them to units controlled. Mounts motors, transformers, lighting fixtures, or other equipment into position and completes circuits, according to diagram specifications.

May rewind armature and field coils as required. Dismantles motor to remove defective coils. Rewinds coils to proper number of turns by hand or with a lathe winding device. Shapes coils and insulates them with tape, mica, and wax-coated paper. Assembles coils in armature core or field poles according to wiring diagram. Secures coils in place with insulating tape or wire and coats them with insulating varnish.

May perform related work, such as recording time and materials expended on each work order; operating lathe, and grinding and polishing machines, in making, finishing, and rebuilding parts of electrical equipment; and performing minor carpentry, plastering, and painting in connection with wiring repair work; may be designated a "leader" and have minor supervisory duties.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Electrical repair toolkit, ammeters, ohmeters, test lamp, voltmeter, wattmeter, blueprints, and wiring diagrams.

EDUCATION, TRAINING, AND EXPERIENCE

Trade or vocational school graduation, with courses in blueprint reading, electricity, mathematics, and physics.

A 4-year electrician's apprenticeship or equivalent on-the-job training. Must have a knowledge of electrical sections of public building and safety codes.

WORKER TRAITS

Aptitudes: Numerical ability is needed to compute arithmetic calculations in testing and installating electrical wiring and to estimate materials.

Spatial ability is needed to understand forms and relationships when working from blueprints or specifications.

Form perception is needed when measuring and installing parts and equipment.

Motor coordination is needed to coordinate eyes and fingers when using electrician's handtools.

Finger dexterity is needed when wiring and testing electrical systems.

Manual dexterity is needed to work with hands in replacing various electrical components.

Color discrimination is needed to differentiate wire colors in order to connect correct wires.

Interests: A preference for things and objects is necessary to master techniques of installing and repairing electrical systems and fixtures.

A perference for activities resulting in tangible satisfaction to detect and repair deficiencies in electrical systems.

Temperaments: Ability to handle a variety of changing duties resulting from the complexities of electrical apparatus and equipment.

Ability to work within limits and standards set by building codes and blueprints. Capable of working under emergency conditions.

Physical Demands and Working Conditions: Work is medium.

Lifts, carries, pushes, or pulls a variety of electrical materials (weighing up to 50 pounds) such as cables, conduits, fixtures, and testing equipment. When weights are heavier, is assisted by other crew members or uses mechanical equipment.

Climbs, balances, stoops, kneels, and crouches to gain access to electrical wiring.

Fingers small parts such as contacts and ends of wires when making connections.

Reaches for and handles a variety of handtools and meters.

Near-visual acuity when reading blueprints and inspecting small parts.

Depth perception, field of vision, and color vision are needed in making connections, soldering, and splicing wires.

Works inside and outside. Is exposed to hazards of electric shocks and burns as well as falls from ladders or scaffolds.

JOB RELATIONSHIPS

Workers supervised: May have a helper.

Supervised by: MAINTENANCE FOREMAN.

Promotion from: No formal line of promotion. May be promoted from a helper position when experience requirements can be met.

Promotion to: No formal line of promotion. May be promoted to MAINTENANCE FOREMAN.

PROFESSIONAL AFFILIATIONS

None.

ELECTROMEDICAL-EQUIPMENT REPAIRMAN

JOB DUTIES

Tests and repairs electromedical equipment, such as electrocardiographs, electroencephalographs, sterilizers, operating room lamps and tables, and diathermy machines, following schematic diagrams and using handtools and test meters:

Tests electrical circuits and components to lacate shorts, faulty connections, and defective parts, using test meters. Solders loose connections, and replaces defective parts such as tubes, transformers, resistors, condensers, and switches, using handtools and soldering iron. Disassembles equipment and repairs or replaces faulty mechanical parts, such as control-lever mechanisms and water impellers. Adjusts and repairs stylus, graph, and other recording mechanisms.

May operate engine lathe to shape replacement parts, such as pins and screws. May be designated according to type of machine or equipment repaired as Diathermy Repairman or Electrocardiograph Repairman.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Electrical repair toolkit, test meters, and schematic drawings.

EDUCATION, TRAINING, AND EXPERIENCE

Trade or vocational school graduation, with courses in blueprint reading, electricity, mathematics, and physics.

A 4-year electrician's apprenticeship or equivalent on-the-job training, 2 years of which should be concerned with electromedical apparatus and equipment.

Must have a knowledge of electrical sections of public building and safety codes.

WORKER TRAITS

Aptitudes: Numerical ability is needed to compute arithmetic calculations in testing and installing electrical wiring and to estimate materials.

Spatial ability is needed to understand forms and relationships when working from blueprints or specifications.

Form perception is needed when measuring and installing parts and equipment.

Motor coordination is needed to coordinate eyes and fingers when using electrician's handtools.

Finger dexterity is needed when wiring and testing electrical systems.

Manual dexterity is needed to work with hands in replacing various electrical components.

Color discrimination is needed to differentiate wire colors in order to make correct connections.

Interests: A preference for things and objects is necessary to master techniques of testing and repairing electromedical equipment.

A preference for activities resulting in tangible satisfaction to detect and repair deficiencies in electrical systems.

Temperaments: Ability to handle a variety of changing duties resulting from the complexities of electrical apparatus and equipment.

Able to evaluate electrical conditions found against measurable criteria to detect and repair malfunctions.

Accuracy, to work within limits and standards set by building codes and schematic drawings.

Stability to to work under emergency conditions.

Physical Demands and Working Conditions: Work is medium.

Lifts, carries, pushes, or pulls a variety of electrical materials such as cables, conduits, fixtures, and testing equipment.

Climbs, balances, stoops, kneels, and crouches to gain access to electrical wiring.

Reaches for and handles a variety of handtools and meters.

Fingers small parts such as contacts and ends of wires when making connections.

Near-visual acuity when reading blueprints and inspecting small parts.

Depth perception, field of vision, and color vision are needed in making connections, soldering, and splicing wires.

Works inside. Is exposed to hazards of electric shocks and burns.

JOB RELATIONSHIPS

Workers supervised: May have a helper.

Supervised by: MAINTENANCE FOREMAN.

Promotion from: No formal line of promotion. May be promoted from a helper position when requirements can be met.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

ELEVATOR OPERATOR

service-car operator

JOB DUTIES

Operates elevator to transport passengers between floors of the hospital: Pushes buttons or maneuvers lever to control movement of elevator on signal or instructions from passengers. Opens and closes safety gate and door of elevator at each floor where stop is made. Ansers questions relating to hospital procedures such as number of visitors allowed in rooms, visiting hours, corridor and room locations, location of other elevators in the building, and supervisory personnel. Assists patients with crutches, wheelchairs, or luggage on or off the elevator. Loads food, equipment, and supplies into and from elevator with aid of other employees. Maintains inside of elevator by picking up debris and dusting. Reports need for thorough cleaning to Housekeeping Department and any malfunctioning to Engineering Maintenance Department.

May distribute mail.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Elevator and printed floor plans.

EDUCATION, TRAINING, AND EXPERIENCE

Must be able to read, speak, and follow simple written and oral instructions.

This is usually an entry job and worker can be trained on-the-job in about 1 month. May be required by the State or locality to have a license to operate nonautomatic elevators.

WORKER TRAITS

Aptitudes: Verbal ability is needed to communicate with passengers and staff.

Motor coordination is needed (when elevator is manual) to control the elevator to bring it level with each floor.

Interests: A preference for routine, concrete, organized activities in operating an elevator.

A preference for business contacts with people in supplying information and aiding patients.

Temperaments: Ability to perform repetitive duties carried out according to set procedures when operating an elevator.

Ability to communicate with people easily in giving information.

Physical Demands and Working Conditions: Work is light. Stands during most of tour of duty although a seat or stool may be furnished for sitting part of the time.

Reaching for, handling, and fingering controls when operating elevator.

Talking and hearing when communicating with passengers.

May lift luggage, push or pull carts, and other equipment into and from elevator.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: ENGINEERING FOREMAN or MAINTENANCE FOREMAN, depending upon hospital organization.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Engineering-Maintenance Department **Stationary-Engineer Foreman**
950.131

ENGINEERING FOREMAN

boilerhouse foreman

JOB DUTIES

Supervises and coordinates activities of workers engaged in operation and maintenance of refrigeration, power, heat and cooling distribution systems in the hospital:

Schedules shifts and boiler operations, determines order in which repairs and new installations will be made, and inspects equipment periodically to see that safety regulations are met and efficient operation is maintained. Starts and stops equipment, observing meters and gages and manipulating valves and other controls to regulate flow of water and fuel to meet need for steam; adjusts fuel feed and velocity and location and volume of air in furnaces. Computes combustion efficiency. As necessary, chemically treats boiler-fed water to prevent boiler deposits. Maintains and evaluates operating logbook including fuel consumed, steam produced and evaporated, and fuel-gas content.

Supervises installation and repair of new or complex equipment such as X-ray machines, refrigeration units, oxygen units, sterilizers, and the like, using blueprints and specifications. Tests and evaluates new equipment. Maintains records which give a repair history for hospital machinery and prepares daily record of machine repairs made for each unit in the hospital.

Requisitions supplies, replacement parts, and equipment, as needed.

Handles personnel matters pertaining to employment, training, termination, and grievances of workers.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Boilerroom equipment, pumps, generators, handtools, and blueprints.

EDUCATION, TRAINING, AND EXPERIENCE

Graduation from high school, with courses in chemistry, physics, and mathematics or vocational school, with stationary-engineering courses.

Approximately 4 years' experience as a STATIONARY ENGINEER is desired. Break-in time of about 2 years under general supervision is necessary to attain proficiency in the job.

Local or State licenses usually required for specific classes of equipment operated.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to communicate with workers under his supervision and members of the hospital staff and to understand technical language and manuals used to install and repair machinery and equipment.

Clerical perception is necessary to collect and interpret data from logbook and repair records.

Spatial ability is necessary to perceive three-dimensional forms when reading blueprints, installing and maintaining machinery.

Interests: An interest in working with machines and knowing the techniques for repairing them.

Temperaments: Able to adhere closely to established standards and processes specified for proper operation of all heating and power systems.

Capability to plan operation of the boilerroom and direct activities of the workers.

Physical Demands and Working Conditions: Work is medium. Considerable walking and standing when making inspection tours.

Talking and hearing when communicating with workers.

Manual dexterity for manipulating valves and handling tools.

Visual acuity for inspection and repair of equipment.

JOB RELATIONSHIPS

Workers supervised: FIREMAN, STATIONARY BOILER; STATIONARY ENGINEER; BOILER REPAIRMAN; REFRIGERATION MECHANIC.

Supervised by: DIRECTOR, PLANT OPERATIONS.

Promotion from: STATIONARY ENGINEER.

Promotion to: DIRECTOR, PLANT OPERATIONS.

PROFESSIONAL AFFILIATIONS

American Society of Hospital Engineers
840 North Lake Shore Drive
Chicago, Ill. 60611

Engineering-Maintenance Department **Fireman, Stationary Boiler**
951.885

FIREMAN, STATIONARY BOILER

boiler operator
stoker

JOB DUTIES

Fires boilers and controls generation of a continuous supply of steam for heating hospital buildings, for supplying power to machinery and auxiliary equipment, and for laundries and sterilizing equipment:

Tours boilerroom to observe operating equipment, meters, and gages to insure that operation is in accord with specified instructions. Manipulates valves to control the flow of water and fuel and to increase or decease steam pressure as required. Adjusts equipment controls to correct malfunction when indicated by observation or in response to a signal light. Notifies supervisor when major repairs or assistance is required. Records in a logbook meter, gage, and graph readings and repair work performed.

Using specified chemicals, periodically tests and treats the boiler water.

Performs minor repairs such as replacing worn gaskets, tightening joints, and replacing defective meters. Cleans the insides of the boilers by turning valves to admit jets of steam to water columns, boiler tubes, and boiler stacks to remove sludge and soot.

In some establishments, shovels coal or coke into a firebox to operate a boiler that is not fired automatically.

The fireman should not be confused with a stationary engineer. The fireman is responsible for operating a smaller boiler. In some establishments he will work under supervision, of a STATIONARY ENGINEER and operate boilers larger than his license would ordinarily allow. This occupation is similar to the STATIONARY ENGINEER, but at a lower skill level.

The term fireman is becoming obsolete and is being replaced by the term boiler operator, reflecting a change in the occupation. The change is from generating heat by using coal or coke that required manual shoveling into a firebox to automatically fired boilers. The terms boiler operator and fireman are considered synonomous by union officials, local authorities, and hospital personnel.

In many local communities firemen are required to have a license. Two licenses are usually issued: a high-pressure boiler operator and a low-pressure boiler operator. A greater or lesser number of square feet of boiler heating surface is usually the significant difference between the two licenses. The minimum requirements to obtain a license vary from community to community and from State to State. Licensing may be local or State. In some areas, hospitals set the controlling requirements. Many areas have no requirements to operate a boiler. License requirements usually relate to the size of the boiler and the age, training, experience, and responsibilities of the operator.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Steam unit, handtools, gages, meters, logbook.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to read and write, to follow oral and written instructions, to pass licensing examination, and to post data in logbook.

In some establishments a 3-year apprenticeship is available, but not required, for employment.

May be required to have a license. (See Job Duties.)

Up to 1 month's on-the-job training to become familiar with plant layout and specific types of equipment.

WORKER TRAITS

Aptitudes: Manual and finger dexterity is necessary to manipulate valves and work with handtools.

Interest: A preference for the processes and techniques of boiler operation and generating equipment.

A preference for things and objects when reading meters and gages and making minor repairs to boilers and generating equipment.

Temperaments: Ability to attain standards when testing and treating boiler water and when manipulating valves to control the flow of water and fuel according to specifications.

Adapted to working alone since the boilerroom is often isolated from other buildings.

Physical Demands and Working Conditions: Work is medium.

Lifts and carries tools, equipment, and materials weighing up to 50 pounds.

Climbs and balances to adjust valves.

Stoops, kneels, crouches, and crawls while making equipment repair.

Reaches for, handles, and fingers control valves, dials, tools, and equipment.

Hearing to detect warning signals and machinery malfunction.

Color vision and field of vision to read meters and gages and to detect signal lights.

Works inside. Exposed to high temperatures, noise, and vibration of operating equipment; falls and burns from heated equipment; and overhead pipes.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: STATIONARY ENGINEER or ENGINEERING FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: With progressive acquisition of licenses to STATIONARY ENGINEER.

PROFESSIONAL AFFILIATIONS

None.

GROUNDS KEEPER

gardener
yard laborer

JOB DUTIES

Maintains and cares for hospital grounds:

Prepares seeding or transplanting beds by cultivating soil and adding fertilizer or chemicals, if needed. Plants seeds and bulbs, tree seedlings, and shrubbery so that resulting growth will produce attractive appearance. Scatters grass seed on bare spots on lawn or resods such areas. Experiments with different varieties of lawn and flower seed to determine those best suited to the soil. Weeds and thins flower beds. Prunes trees and trims hedges to promote growth and improve appearance. Mows lawns with hand or power mower. Connects sprinkling equipment and waters lawn and flower beds. Inspects flowers, shrubs, and trees for evidence of insects, fungi, and other pests and sprays or dusts chemicals on infected areas. In the fall, digs up and stores bulbs and roots that would be killed by freezing or covers beds with straw.

Adjusts and repairs such equipment as lawnmowers, sprinklers, and hedge shears, using small handtools such as screwdrivers, emery stones, wrenches, and pliers. Shovels snow from sidewalks and driveways and spreads sand, salt, or ashes to prevent slipping. Repairs outdoor chairs and benches. Collects and burns leaves and refuse. May trap or poison moles and gophers.

May operate small tractor with attachments for plowing, cultivating, mowing, and snow plowing.

In winter, may work inside and perform duties of HOUSEKEEPING ATTENDANT; WALL WASHER; or WINDOW WASHER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Hand and power mowers, tractor, trimmer, shovel, hoe, hose, insecticides, fertilizers.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to read, write, and follow written and oral instructions. Preference is shown those persons who have had courses in horticultural subjects.

Two years' gardening experience preferred.

One to 3 months' on-the-job training.

WORKER TRAITS

Aptitudes: Manual dexterity is necessary to handle garden tools, bulbs, seeds, and plants.

Foot-hand-eye coordination when operating power equipment.

Spatial perception is necessary when positioning, alining, and clipping plants, shrubs, and bulbs.

Color perception is necessary to determine harmonious or contrasting arrangements of garden plots.

Interests: A preference for things and objects is required to master techniques of gardening and landscaping.

Temperaments: Capable of performing a variety of different duties such as watering, cutting, weeding, trimming, and the like.

Physical Demands and Working Conditions: Work is medium. Lifts and carries shrubs and spray equipment weighing from 20 to 50 pounds.

Pushes and pulls lawnmower with force of 10 to 20 pounds.

Occasional balancing and climbing when working on trees.

Frequently stoops, kneels, crouches, and crawls when caring for lawn, shrubs and flowers.

Frequently reaches, handles, fingers, and feels when using garden handtools and planting shrubs and flowers.

Work is mainly outside, except during winter months in cold climates.

JOB RELATIONSHIPS

Workers supervised: May have helpers.

Supervised by: MAINTENANCE FOREMAN or ENGINEERING FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job. May be promoted from helper position.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

GUARD

night watchman
patrolman
special policeman
watchman

JOB DUTIES

Polices hospital buildings and grounds to prevent fire, theft, vandalism, and illegal entry:

Periodically tours buildings and grounds, examining doors, windows, and gates to determine that they are secure and not tampered with. Turns key or otherwise records visit at each watch-clock station to indicate that rounds have been completed at specified intervals. Confronts unauthorized persons for questioning, routes or detains them, or telephones police for assistance, according to circumstances. Sounds fire signal to alert fire department and hospital personnel in event of fire or extinguishes fire, using extinguisher. Reports any unusual conditions or malfunctioning of heating, plumbing, or electrical systems.

Patrols hospital grounds to detect unauthorized persons or vehicles, using flashlight in poorly lighted areas. Checks cars for parking authorization sticker and determines if vehicles are parked in restricted areas, such as near fire hydrants or in driveways, ambulance entrance, or reserved parking spaces. Checks exterior lighting and access routes to emergency entrance.

Escorts personnel to and from parking lots or between buildings, as requested.

May be one of many GUARDS in a separate Security Department and have specialized duties, which will be the case in a large institution. May be in constant contact with TELEPHONE OPERATOR by radio or walkie-talkie. Makes written reports of incidences. May work either day or night shift.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Flashlight, watchman's clock, radio, or walkie-talkie.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to speak, read, write, and follow written and oral instructions. Experience as a fireman, policeman, or watchman is desirable.

Up to 3 months' on-the-job training for inexperienced worker to learn location of safety equipment and details of the job.

0S0 621

WORKER TRAITS

Aptitudes: Verbal ability is necessary to prepare reports.

Interests: A preference for routine, organized activities such as making repeated rounds of same territory.

Temperaments: Adaptability to perform repetitive duties in making tours of buildings and grounds.

Alertness in making decisions in an emergency.

Physical Demands and Working Conditions: Work is light. Stands, walks, and climbs stairs while on tour of duty.

Talking and hearing for making reports and listening for machinery malfunction.

Field of vision to detect unauthorized persons, malfunctioning equipment, or fire.

Works inside and outside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MAINTENANCE FOREMAN or GUARD, chief depending upon the size of the establishment.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

INCINERATOR MAN

JOB DUTIES

Burns refuse in a gas-fired incinerator and maintains work area and equipment in a clean and orderly condition:

Fires incinerator daily by turning valves and pushing levers. Rolls trash barrels and garbage cans to work area and dumps into incinerator. When all refuse is burned, stops incinerator and shovels ashes into drums for removal.

Washes floors and walls of incinerator room, using hose. Sweeps loose trash around work area with broom and deposits with ashes for removal. Places soiled garbage cans in an inverted position on fixture of can-rinsing apparatus. Steps on footpedal to activate mechanism forcing jets of hot water against inner walls of cans. Removes cleaned cans and sets aside for pickup.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Can-washing device, hose, shovel, and broom.

EDUCATION, TRAINING, AND EXPERIENCE

Grade school education. Must be able to follow simple oral and written instructions.

Less than 1 week is on-the-job training.

WORKER TRAITS

Aptitudes: Manual dexterity is needed to be able to handle trash cans, shovel, and broom and to manipulate valves on incinerator.

Interests: A preference for objects and things in a nonsocial environment.

Temperaments: Adapted to performing activities of a routine, organized nature in dumping trash and cleaning containers.

Adapted to working alone as incinerator room may be removed from hospital complex.

Physical Demands and Working Conditions: Work is heavy, involving lifting and pushing refuse into incinerator.

Reaches for and handles containers, controls on equipment, broom, shovel, and hose.

Works inside incinerator room where temperature is slightly higher than other hospital areas. Danger of falls on wet floors and burns from incinerator.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MAINTENANCE FOREMAN or ENGINEERING FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Engineering–Maintenance Department **Utilities–and–Maintenance Foreman 899.131**

MAINTENANCE FOREMAN

JOB DUTIES

Assists in planning, scheduling, and supervising maintenance and repair work of buildings, grounds, and utilities systems:

This could or would include plumbing, masonry, carpetry, painting, electrical work, refrigeration, air conditioning, and gardening. Sketches plans, reads and interprets blueprints and manufacturer's specifications, and requisitions equipment and materials for equipment installations and repairs. Assigns maintenance crews to specific jobs and spot checks work to insure that workmanship meets standards and that safety and building regulations are complied with.

Is responsible for controlling job costs for budgetary purposes and maintains pertinent records. May be responsible for personnel matters pertaining to the employment, training, termination, and grievances of maintenance workers.

May assume responsibility for the department in absence of DIRECTOR, PLANT OPERATIONS.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Blueprints, technical manuals, reports, and worktools of various trades.

EDUCATION, TRAINING, AND EXPERIENCE

High school or trade school graduation, including courses in shop arithmetic, mechanics, electricity, and general science.

At least 5 years' experience in the building trades.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to communicate with workers and other members of hospital staff and to interpret technical manuals related to maintenance.

Spatial perception is necessary to read and interpret blueprints and specifications for installation and maintenance of equipment and apparatus.

Numerical ability is necessary to make proper calculations for estimates of repair and maintenance and to prepare reports.

Interests: A preference for machines and knowing the techniques for repairing them.

Temperaments: Capable of assuming responsibility for maintenance and repair of buildings, grounds, and various utility systems of a hospital complex.

Able to adhere to established standards and procedures specified in blueprints and specifications.

Ability to communicate with workers supervised when giving training and instructions.

Physical Demands and Working Conditions: Work is medium. Occasionally handles loads weighing up to 50 pounds. Heavier loads are handled with aid of a helper or mechanical equipment.

Walks and stands most of the day.

Stoops and climbs frequently.

Handles and manipulates tools and equipment.

Talks and hears when supervising.

Near-visual acuity to inspect repairs and maintenance.

Works both inside and outside.

May be required to work long hours in event of emergency.

JOB RELATIONSHIPS

Workers supervised: All of the maintenance workers.

Supervised by: DIRECTOR, PLANT OPERATIONS.

Promotion from: No formal line of promotion. May be promoted from one of the qualified skilled mechanics or craftsmen.

Promotion to: DIRECTOR, PLANT OPERATIONS.

PROFESSIONAL AFFILIATIONS

American Society for Hospital Engineers
840 North Lake Shore Drive
Chicago, Ill. 60611

MAINTENANCE MAN HELPER

general maintenance helper
handyman

JOB DUTIES

Performs a variety of duties in and around buildings and grounds of the hospital complex to assist mechanics and other workmen in completing their tasks.

May be a rotating helper wherever needed, assigned to a specific activity, or may be working toward a formal apprenticeship with any one of the following: PLASTERER, PLUMBER, CARPENTER, PAINTER, or ELECTRICAL REPAIRMAN.

Assists workmen at worksite by transporting materials and tools by hand or dolly and by performing routine tasks as directed by immediate supervisor. With experience, performs progressively more complex tasks.

May work with GROUNDS KEEPER mowing and raking lawns, weeding gardens, and trimming shrubbery. Sweeps walks and shovels snow.

Makes simple repairs under direct supervision; cleans, lubricates, and stores maintenance tools and equipment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

See description for specific craftsman or mechanic for whom he is a helper.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to read and write and follow oral or written instructions.

Employers prefer to train on the job. May need a driver's license.

WORKER TRAITS

Aptitudes: Motor coordination is needed when giving any assistance such as sawing boards, cutting pipes, or painting.

Manual and finger dexterity is needed to handle and finger tools and equipment.

Interests: A preference for things and objects in repairing and maintaining mechanical or electrical equipment.

A preference for learning routine, organized activities when doing minor repairing of machinery, plumbing, carpentry, and the like.

Temperaments: Ability to perform a variety of activities according to specific assignment.

Ability to work under close supervision when working with skilled mechanics and craftsmen.

Physical Demands and Working Conditions: See description for specific craftsman or mechanic for whom he is a helper.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: Directly by craftsman or mechanic to whom he is assigned.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Engineering–Maintenance Department **Maintenance Mechanic II 638.281**

MAINTENANCE MECHANIC

machine maintenance man
mechanical handyman
repair mechanic

JOB DUTIES

Repairs and maintains machinery and mechanical equipment in accordance with diagrams, sketches, operation manuals, and manufacturer's specifications, using hand and power tools and precision-measuring and testing instruments:

Observes mechanical devices (pumps, engines, motors, conveyor systems, laboratory equipment) in operation and listens to their sounds to locate causes of trouble. Dismantles devices to gain access to and remove defective parts. Repairs or replaces defective parts. Adjusts functional parts of devices and control instruments or may install special functional and structural parts. Lubricates and cleans parts. Starts devices to test their performance. May set up and operate lathe, drill press, grinder, and other metal-working tools to make and repair parts. May initiate purchase order for parts and machines. May repair electrical equipment.

Keeps record cards for equipment showing type, model number, date of installation, and extent of servicing.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Fans, pumps, motors, compressors, refrigeration units, specifications, blueprints, and hand and power tools.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, with shop courses.

Up to 1 month's on-the-job training to learn location of equipment, supplies, and hospital layout.

WORKER TRAITS

Aptitudes: Numerical ability is needed to make calculations for installation and repair of equipment.

Spatial perception is needed to read blueprints and specifications and to visualize installation.

Motor coordination and manual dexterity are needed to handle tools and equipment parts.

Interests: A preference for working with things and objects in servicing and installing equipment and apparatus.

Temperaments: Able to perform a variety of changing duties as required by machinery repair.

Equipped to evaluate malfunctioning conditions against verifiable or judgmental criteria as shown in blueprints and installation instructions.

Ability to make decisions affecting installation and repair of machinery.

Physical Demands and Working Conditions: Work is medium, involving lifting and carrying objects weighing up to 25 pounds.

Climbs, balances, stoops, kneels, and crouches to make repairs or installation.

Stands and walks part of the time.

Reaches for and handles tools and equipment parts.

Near-visual acuity for reading blueprints and specifications.

Works inside. Subject to noise from machinery and electrical shock or burns from heated equipment.

JOB RELATIONSHIPS

Workers supervised: May supervise a helper.

Supervised by: MAINTENANCE FOREMAN.

Promotion from: Helpers or other maintenance men when experience requirements are met.

Promotion to: MAINTENANCE FOREMAN.

PROFESSIONAL AFFILIATIONS

None.

PAINTER, MAINTENANCE

painter and paperhanger

JOB DUTIES

Applies coats of paint, varnish, stains, enamels, or lacquer to decorate and protect interior and exterior surfaces, trimmings, and fixtures of the hospital, using paintbrushes, rollers, scrapers, and blowtorches:

Smooths surfaces, using sandpaper, wire brushes, or steel wool, and removes old paint from surfaces, using paint remover, scrapers, wire brushes or blowtorch, to prepare surfaces for painting. Fills nail holes, cracks, and joints with putty, plaster, or other filler. Selects premixed paints or prepares paint to match specified colors by blending and mixing required proportions of pigment, oil, and thinning and drying substances. Paints surfaces, using brushes, spray gun, or paintroller. Simulates wood grain, marble, brick, or tile effects. Creates special effects by applying paint with cloth, brush, sponge, or fingers.

Rigs stage or erects scaffolding. Spreads cloth or canvas over floors and furniture to protect them from spattered paint.

May perform any or all of the following: Cut stencils and stencil surfaces with lettering or decorations; paint signs on such surfaces as cloth, bulletin boards, walls, doors, windows, and equipment; replace door and window glass; paper walls and ceilings; whitewash and calcimine surfaces; do freehand high-lighting, shading, and countershading and apply stipple and glaze finishes; refinish furniture and fixtures; estimate time and material costs on painting and redecorating jobs; perform minor supervisory jobs as a designated "leader."

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Paintbrushes, rollers, spray guns, wire brushes, ladder, sanding machines, drop cloth, and blowtorch.

EDUCATION, TRAINING, AND EXPERIENCE

Trade or vocational school graduate.

One year's experience as a painter or 1 to 3 years as a painter-helper is considered desirable.

WORKER TRAITS

Aptitudes: Manual dexterity is needed as constant hand and forearm movements are needed to apply paint on surfaces.

Motor coordination is needed when using such tools as putty knives, sanding machines, scrapers, paintbrushes, and rollers.

Color discrimination is needed to detect differences in mixed and sample colors.

Interests: A preference for working with things and objects to master painting techniques.

A preference for activities which produce tangible, satisfactory results, as clean painted surfaces.

Temperaments: Ability to perform a variety of changing duties as required by painting assignments.

Ability to work within set standards when painting signs, furniture, and fixtures.

Physical Demands and Working Conditions: Work is medium. Lifts and carries objects such as ladders, containers of paint, and rolls of covering material weighing up to 50 pounds.

Climbs and balances on ladders when painting upper walls, ceilings, and stairways.

Kneels, crouches, stoops, and crawls when preparing surfaces for painting.

Reaches, handles, fingers, and feels tools such as brushes, rollers, and putty knife.

Near-visual acuity, depth perception, and color vision when mixing and applying paint.

Works inside or outside.

JOB RELATIONSHIPS

Workers supervised: May supervise a helper.

Supervised by: MAINTENANCE FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job. May be promoted from a helper position, when experience requirements are met.

Promotion to: No formal line of promotion. May be promoted to MAINTENANCE FOREMAN.

PROFESSIONAL AFFILIATIONS

None.

PARKING-LOT ATTENDANT

JOB DUTIES

Assists staff, employees, and visitors in parking cars in hospital parking lot:

Receives cars from staff or visitors, drives to assigned parking spaces, and returns them when requested.

Patrols parking lot, directing drivers to available parking areas and following a predetermined plan for distributing cars around the lot.

Periodically tours parking lot, keeping alert for thefts or damage to parked cars. May report unauthorized persons or cars to police.

Records number of automobiles entering lot to determine daily use of parking facilities.

Answers visitors' questions concerning locations of various offices, rooms, and other areas within hospital. If it is a fee lot, gives tickets, collects fees, makes change.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Automobiles.

EDUCATION, TRAINING, AND EXPERIENCE

Must be able to read and write to understand oral and written instructions.

Must have a driver's license.

Up to 1 month's on-the-job training.

WORKER TRAITS

***Aptitudes:* Manual dexterity and eye-hand-foot coordination are necessary to drive a car.**

***Interests:* A preference for dealing with people in a business sense.**

A preference for routine, organized activities for parking cars all day.

***Temperaments:* Adapted to perform repetitive, short-cycle activities according to set procedures when driving cars and allocating parking spaces.**

***Physical Demands and Working Conditions:* Work is light. Frequent reaching, handling, and fingering are necessary to manipulate controls of a car.**

Talking and hearing are necessary when communicating with staff and visitors.

Near- and far-visual acuity and depth and spatial perception are necessary when parking cars on a lot.

Works mostly outside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MAINTENANCE FOREMAN or ENGINEERING FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

PLASTERER, MAINTENANCE

JOB DUTIES

Applies and repairs plaster on interior walls of hospital buildings, following written or oral instructions:

Prepares surfaces to be plastered according to type of finished job required. For a new wall, nails plasterboard to joists or studs; staples or nails metal mesh or wooden laths to joists or studs to provide support for the plaster; or applies a substance called "plaster weld" or "link" to a solid surface so that plaster can be spread over it. May remove old plaster and prepare surface, as above, using trowel and putty knife.

Prepares plaster by mixing ready-mix with water or mixing sand, plaster of Paris, and water. Stirs to desired consistency and evenness of color. Spreads plaster over lath, mesh, or masonry base, using trowel, and smooths it with darby and float to attain uniform thickness. Applies scratch brown or finish coats of plaster to wood, metal, and board lath successively. Roughens undercoat with scratcher (wire or metal scraper) to provide bond for succeeding coats of plaster.

Makes decorative textures in finish coat by marking with brush or trowel. Fills in nicks and cuts in celings, walls, and partitions with priming and final coat of plaster, using putty and patching plaster to smooth rough spots.

May mold or form intricate ornamental designs such as cornices, paneling, or recesses for indirect lighting.

May prepare estimates and keep track of materials used.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Trowel, float, putty knife, plaster, blueprints, or specifications.

EDUCATION, TRAINING, AND EXPERIENCE

Grammar school education, with ability to read and write and follow oral and written instructions.

Usually serves a 4-years' apprenticeship or must have equivalent experience.

WORKER TRAITS

Aptitudes: Form perception is necessary to make visual comparisons of plaster coatings with other parts of the surface to make a smooth, neat finish.

Motor coordination is necessary to accurately staple or nail lath and in applying plaster.

Manual dexterity is necessary for constant hand and wrist movements when applying and finishing plaster.

Interests: A preference for things and objects in working with plaster and hand tools.

A preference for activities producing tangible results, such as a finished plastered wall.

Temperaments: Adaptable to repetitive and short-cycled work, carried out according to set procedures in repairing cracked and broken plaster.

Able to decide on amount and type of plaster to be used.

Physical Demands and Working Conditions: Work is medium.

Stands, stoops, kneels, turns, and crouches in applying plaster to areas of different heights.

Reaches, handles, fingers, and feels to apply and finish plaster with trowel and float.

Climbs and balances on ladder and scaffold when plastering walls and ceilings.

Lifts and carries stepladder and scaffold weighing up to 25 pounds.

Near-visual acuity, depth perception, and field of vision are used when applying and finishing plaster.

Works inside.

Exposed to hazard of falling from stepladder and scaffolding.

JOB RELATIONSHIPS

Workers supervised: May have a helper.

Supervised by: MAINTENANCE FOREMAN.

Promotion from: No formal line of promotion. May be promoted from helper position.

Promotion to: No formal line of promotion. May be promoted to MAINTENANCE FOREMAN.

PROFESSIONAL AFFILIATIONS

None.

Engineering-Maintenance Department **Plumber, Maintenance 862.381**
Steamfitter 862.381

PLUMBER, MAINTENANCE

steamfitter

JOB DUTIES

Inspects, installs, repairs, and replaces pipes, fittings, and plumbing fixtures to maintain the heating, water, gas, and drainage systems of the hospital:

Plans installation by studying blueprints and work sketches to determine kind and size of pipe to use and special fittings necessary. Marks cutting and bending lines with chalk and cuts pipe along layout markings with pipe cutter or hacksaw. Removes burrs or rough edges from pipe with a reamer. Cuts threads on pipe with hand or powered pipe-threading machine, and bends pipe over block by hand to produce correct curvature. Fits valves, couplings, and other specified parts and fittings to pipe sections by screwing, bolting, or soldering. Seals connections by forcing sealing material into joints with pneumatic calking hammer or yarning tool. Cuts passage holes in walls and floors, through which pipe is to pass, with an electric handdrill and narrow-blade saw.

Installs pipe assemblies and plumbing fixtures. Screws threaded pipes and fittings together with adjoining pipe assemblies. Bolts flanged sections and solders or calks connections to make them watertight. Attaches pipe assemblies to walls or ceilings with brackets or hangers. Installs plumbing fixtures, such as sinks, toilets, showers, and water heaters, and connects them to outlet and inlet pipes by fitting gaskets, couplings, traps, and valves, and soldering connections to seal joints.

Repairs and maintains piping systems and plumbing fixtures. Inspects all connections and other parts of system for leaks, noting gage readings to detect loss of pressure. Replaces defective pipe by cutting, bending, threading, and assembling pipe. Solders and calks leaks and broken pipes. Opens clogged drains with plumber's snake or vacuum plunger. Thaws frozen pipes with an acetylene torch. Replaces worn washers or other parts in leaky valves or taps. Repairs autoclaves and other sterilizing equipment. Repairs or replaces damaged fixtures. Paints, plasters, or replaces tile and floor boards through which hole has been cut for pipes. Performs steamfitting duties such as setting and securing heating units, and connecting traps, valves, and thermostats to pipe system.

Estimates material requirements and costs. Requisitions materials. May train and direct helpers in assembling and installing pipes.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Acetylene torches; hacksaw; pipe benders, cutters, and threaders; wrenches and other plumber's tools; and blueprints and work specifications.

EDUCATION, TRAINING, AND EXPERIENCE

Trade or vocational school graduation, with courses in blueprint reading, sheetmetal work, mechanical drawing, electrical house wiring, and plumbing.

A 4-years' apprenticeship or equivalent on-the-job training is required. Must be familiar with State plumbing codes and local ordinances.

WORKER TRAITS

Aptitudes: Numerical ability is needed to estimate materials and costs and to measure pipe.

Spatial ability is needed to understand forms and relationships when working from blueprints and specifications.

Form perception is needed to make visual comparisons and discriminations when cutting, threading, and fitting pipe and electrical connections.

Motor coordination, and manual and finger dexterity are needed when working with handtools, making pipe connections, and assembling plumbing fixtures and supplies.

Interests: A preference for working with things and objects is necessary to master techniques of installing and repairing pipes and fixtures.

A preference for activities resulting in tangible satisfaction is necessary in detecting and repairing malfunctions of plumbing systems.

Temperaments. Able to maintain standards by cutting pipe to dimensions indicated on blueprints.

Capable of determining length and diameter of replacement section of pipe against measurable and verifiable criteria.

Must be able to work rapidly under emergency conditions, such as when pipes burst.

Ability to exercise initiative and judgment in estimating materials and time costs, detecting malfunctioning of any system, fitting and routing pipe systems, and designing and installing special plumbing equipment, such as that used in physical therapy, working from broad outline as explained by physician or other person requesting installation.

Ability to follow methods and procedures that are well established, although type of repair is constantly changing.

Physical Demands and Working Conditions: Work is medium. Lifts, carries, pushes, and pulls materials and equipment weighing up to 50 pounds, including fittings, pipes, and tool boxes.

Climbs, balances, stoops, kneels, crouches, and crawls to inspect or repair pipes located underground or between walls.

Reaches, handles, fingers, and feels fixtures, valves, wrenches, and other tools.

Depth perception and field of vision needed when using torches and measuring, cutting, and threading pipe.

Near-visual acuity used to read blueprints.

Works mainly inside. Stands on wet surfaces to clean clogged lines, leaking lines, and fixtures. May receive burns from hot steam or torch.

Exposed to bodily injury from falls from ladder.

Chance of cuts or bruises from pipes, saws, and the like.

Subject to odors and gases when working with clogged fixtures or pipelines.

JOB RELATIONSHIPS

Workers supervised: May have a helper.

Supervised by: MAINTENANCE FOREMAN.

Promotion from: No formal line of promotion. May be promoted from a helper position when experience requirements are met.

Promotion to: No formal line of promotion. May be promoted to MAINTENANCE FOREMAN.

PROFESSIONAL AFFILIATIONS

None.

REFRIGERATION MECHANIC

air-conditioning mechanic

JOB DUTIES

Installs, inspects, operates, and repairs refrigeration equipment for preserving food, making ice, cooling water, and air-conditioning the hospital buildings:

Inspects and operates refrigerating machinery and cooler and freezer units to determine that all are functioning properly. Reads thermometers and gages and records readings. Adjusts valves on pipelines to regulate flow of refrigerant to maintain required temperatures. Regulates refrigerant and suction valves to increase or decrease amount of refrigerant in order to maintain desired degree of compression.

Maintains and repairs system. Listens to operation of refrigeration machinery and air-conditioners to detect malfunctioning, such as piston slap, noisy valves, connecting-rod knocks, and rattling supports. Checks joints for leaks. Traces electrical control systems for loose or shorted wires. Tests operation of thermostats with electrician's meters and test lamps. Resolders joints, repacks or replaces valves, dismantles compressor to replace worn parts, and dehydrates system by inserting dryer into tubing at service valves; or in case of excessive moisture, disassembles system and bakes part in the oven. Tests efficiency of the system with anemometers and thermometers and makes adjustments to thermostatic controls and blowers. Lubricates compressors, motors, and other moving parts. Sends parts which cannot be readily repaired to manufacturer or repair shops.

Installs refrigeration machinery, air-conditioning equipment, water coolers, and small refrigerators. Mounts compressor and condenser units by bolting them to a level floor or platform. Installs evaporator unit inside freezing unit, refrigerated room, or airduct system, securing it with metal or plastic straps. Bores holes in walls and floors for entry of refrigerant tubing. Cuts tubing to correct lengths, bends them as required, and joins them to various refrigerating units with sleeves, couplings, or unions, to provide a complete circuit for the refrigerant. Solders joints to prevent loss of refrigerant. Installs expansion and other types of valves in circuit in accordance with blueprints and manufacturer's specifications. Connects compressor to power source which is usually an electric or gasoline motor. Is assisted by other maintenance workers who aid in installation of pipelines and wiring and in erection of wooden platforms and protective coverings. Installs and connects independently operated water coolers and household-size refrigerators, using small hand tools and following manufacturer's instructions. Periodically examines these installations, checking vacuum and pressure cooling units with a compound gage, observing condition of electric motor, cleaning dirt and lint from motor and condenser, and adding or removing refrigerant to adjust vacuum or pressure.

Tests large refrigeration system before placing in operation. Injects small amount of refrigerant into system for testing purposes and builds up normal amount of pressure by addition of carbon dioxide. Tests joints and connections according to type of refrigerant used (that is, if ammonia refrigerant is used, holds burning sulfur candle near joints and notes if smoke is white, indicating escaping ammonia). Repairs leaks and retests. Drains system by means of vacuum pump. Refills with refrigerant by attaching drum of compressed refrigerant to system's receiver valve and heating drum with blowtorch to insure complete evacuation. Operates system for several hours, making adjustments to thermostats and valves to insure proper control of freezing action.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Blueprints, test lamps, anemometers, electrician's handtools, plumbing handtools, carpentry handtools, and refrigeration and air-conditioning units.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation, with courses in mathematics, physics, shop courses, blueprint reading, and mechanical drawing.

Three or 4 years' on-the-job training plus selected academic instruction or completion of 4-years' approved apprenticeship.

WORKER TRAITS

Aptitudes: Numerical ability is needed to perform arithmetic calculations in cutting tubing and parts for refrigeration units.

Spatial ability is needed to understand form and relationships when working from blueprints and specifications.

Form perception is needed to make visual comparisons and note differences in shapes as necessary when fitting component parts of refrigeration units.

Finger dexterity is needed when using handtools.

Manual dexterity is needed in making various electrical and plumbing repairs in refrigeration equipment.

Color discrimination is needed to recognize colors when connecting electrical wiring.

Interests: A preference for things and objects when working on mechanical units.

A preference for processes and machines in maintaining and repairing refrigeration equipment.

A preference for activities that show a tangible, productive outcome.

Temperaments:Able to adjust to a variety of changing duties as found in the many different types of units to be serviced.

Ability to work to set standards by following blueprints and manufacturer's specifications.

Initiative and judgment required in planning installation of new equipment, detecting malfunctioning of equipment, and making repairs.

Physical Demands and Working Conditions: **Work is medium. Lifts, carries, pushes, or pulls a variety of electrical, plumbing, and carpentry tools, equipment, and materials.**

Climbs, balances, stoops, kneels, and crouches to gain access to pipes and electrical wiring.

Reaches for and handles a variety of handtools.

Fingers and feels small parts when fitting parts on refrigeration units.

Near-visual acuity to read blueprints and inspect parts.

Depth perception, field of vision, and color vision needed in fitting and installing electrical and mechanical parts.

Works inside. Subject to shocks from electrical wires. Exposed to wet and cold conditions when working with refrigeration units. Exposed to noise and vibration from operating machinery.

JOB RELATIONSHIPS

Workers supervised**: May have a helper.**

Supervised by: **MAINTENANCE FOREMAN.**

Promotion from: **No formal line of promotion. May be promoted from a helper position when experience requirements are met.**

Promotion to**: No formal line of promotion. May be promoted to MAINTENANCE FOREMAN.**

PROFESSIONAL AFFILIATIONS

None.

STATIONARY ENGINEER

maintenance engineer

JOB DUTIES

Operates and maintains stationary engines and mechanical equipment, such as steam engines, compressors, generators, turbines, and steam boilers, to provide for utilities such as light, heat, and power for refrigeration, air-conditioning, and other services for the hospital:

Starts, stops, adjusts, and regulates the equipment. Observes steam-flow meters, carbon dioxide recorders, pressure and draft gages, and manipulates valves to bring reading within the specified requirements. Periodically records readings in logbook or on other forms. Removes water samples and applies chemical test to determine water hardness and applies chemical softeners as needed. Checks equipment while in operation and makes minor repairs, replacing bearings and boiler tubes, and places and adjusts piston clearance. Is responsible for oiling and greasing moving mechanisms, maintaining proper water condition in boilers, and cleaning boilers and other equipment. Observes regulations imposed by local, State, or hospital authorities, such as periodically shutting down boilers, removing side panels, and inspecting interiors for scale deposits. Removes deposits with a scraper.

May replace worn and defective parts on such equipment as kitchen and laundry units, plumbing fixtures, air-conditioning units, office and laboratory equipment, using a variety of handtools.

May maintain and repair refrigeration equipment and hot water heaters to insure maximum operating efficiency, adjusting feed valves and pump speeds.

A license is often required for a stationary engineer. Local or State authorities usually issue the license and determine the qualifications and requirements needed. A usual plan is to issue three licenses to reflect a continuous increase in experience, size of boiler (square feet of boiler heating surface), and responsibility, from the lower class license to the higher class license. It is possible to have more or less than three classes of stationary engineers since the requirements and qualifications vary from community to community. Many areas have no licensing requirements.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Pumps, gages, boiler, heating units, handtools, refrigeration and ventilation equipment, plumbing fixtures, steam-distribution system, and other hospital equipment.

EDUCATION, TRAINING, AND EXPERIENCE

Requirements vary from graduation from grammer school to graduation from vocational or trade school, with shop courses.

A 4-year's apprenticeship is available but not required for employment. Experience required ranges from none (in many areas that require no license to operate a boiler) to 4 years or more working with boilers and generating equipment.

May be required to have a license.

Up to 1-month's on-the-job training to become familiar with plant layout and specific types of equipment.

WORKER TRAITS

***Aptitudes*:Verbal ability is necessary to read and understand technical manuals pertaining to operation and maintenance of equipment.**

Motor coordination and manual and finger dexterity are necessary for adjusting valves and using handtools to repair boilers and generating equipment.

***Interests*: A preference for the processes and techniques used in boiler operation and generating equipment.**

A preference for machines and knowing the techniques for repairing them.

***Temperaments:* Able to adhere closely to established standards and procedures specified in oral and written instructions.**

Adaptable to working alone, as the boiler room is often isolated from other buildings.

***Physical Demands and Working Conditions*: Work is medium.**

Lifts and carries tools, equipment, and materials weighing up to 50 pounds.

Climbs and balances to reach overhead pipelines and valves for adjustment or repair.

Reaches for, handles, and fingers control valves, dials, tools, and equipment.

Hearing to detect warning signals and machinery malfunction.

Color vision and field of vision to read meters and gages and to detect signal lights.

Works inside. Subject to high temperatures, noise and vibration of operating equipment, falls and burns from heated equipment, and overhead pipes.

JOB RELATIONSHIPS

***Workers supervised*: FIREMAN, STATIONARY BOILER.**

***Supervised by:* ENGINEERING FOREMAN.**

***Promotion from:* FIREMAN, STATIONARY BOILER. Most licensing bodies require that STATIONARY ENGINEERS work up through the ranks; that is, meet licensing requirements for third-class, work a minimum period in that category before being granted a second-class license, and then work the time required to be granted a first-class license.**

***Promotion to*: ENGINEERING FOREMAN.**

PROFESSIONAL AFFILIATIONS

None.

Engineering–Maintenance Department **Truck Driver, Light 906.883**
Truck Driver, Heavy 905.883

TRUCK DRIVER

JOB DUTIES

Drives truck to transport articles such as medical supplies and equipment, laundry and building materials, furniture and fixtures, trash, and similar materials:

Loads and unloads truck personally, or with assistance of others, padding articles and securing heavy articles with rope. (Among the articles transported are blood plasma, mail, library books, film, laboratory animals, and spare parts for the maintenance department.) Operates a lift truck or winch to handle heavy equipment. Moves materials to and from truck, using a handtruck. Checks shipping lists to determine that all items are loaded.

Services truck by checking and replenishing gas, oil, and water. Washes and cleans truck, changes tires, and may perform minor repairs, such as replacing spark plugs and oil filters, tightening brakes, and adjusting windshield wipers.

May schedule pickups and deliveries and work to this schedule.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Handtruck and handtools.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to read, write, and follow simple written and oral instructions.

Must have driver's license and 1 year's experience driving a truck. Some States require a chauffeur's license.

Short break-in period necessary.

WORKER TRAITS

Aptitudes: Motor coordination, manual dexterity, and eye-hand-foot coordination are necessary when driving and in moving and handling materials when loading and unloading the truck.

Depth perception is necessary for driving.

Interests: A preference for routine, organized activities is necessary to drive a truck and to load and unload equipment.

Temperaments: Adaptable to repetitive, short-cycle operations carried out according to set procedures when driving a truck and loading and unloading equipment.

Able to work according to specific instructions when transporting equipment and materials to and from the hospital.

Physical Demands and Working Conditions: Sits in cab of truck while driving.

Climbs and jumps to and from truck and loading platform.

Stoops, crouches, and reaches to lift heavy objects.

Carries, throws, pushes, and pulls when loading and unloading objects.

Uses eyes, hands, and feet in coordination while driving.

Visual acuity to read signs, watch traffic, and estimate distances; color discrimination to distinguish traffic lights.

Aural acuity to detect motor malfunctioning and hear traffic sounds.

Works inside and outside. Exposed to traffic hazards and strains from lifting heavy objects and to falls from truck or loading platform.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: MAINTENANCE FOREMAN or ENGINEERING FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

HOUSEKEEPING DEPARTMENT

PURPOSE: To maintain the hospital facilities in a clean, sanitary, orderly, and attractive condition, to provide a suitable environment for the care of patients and for the work of the hospital staff and employees.

RESPONSIBILITY: Clean, sanitary, pleasant environment and facilities are essential to medical and nursing care of pateints, and to hospital staff. The responsibility for providing such surroundings in as economic a manner as possible falls in a large measure upon the housekeeping staff of the hospital. Housekeeping is a complex activity requiring constant attention to many different details and to an overall plan which provides for the utilization of personnel, procedures, and material in an efficient and effective manner.

More specifically, responsibilities of the Housekeeping Department include:

1. Establish and maintain a regularly scheduled cleaning program throughout the hospital complex. Patient-care areas, intensive-care units, surgical suites, and other specialized areas require that a high level of sanitation and sterilization be maintained.

2. Recruit, select, and train personnel for this purpose.

3. Study new techniques for improving housekeeping services; evaluate, select, and provide proper equipment and supplies for efficient and economical operation of the housekeeping services.

4. Provide qualified supervision and direction to scheduled work activities resulting in the most effective utilization of manpower.

5. Establish and maintain procedures which will insure acceptable standards of quality. This includes routine cleaning of windows, walls, floors, fixtures, and furnishings as well as responsibility for disposal of ordinary and contaminated refuse; disinfection of contaminated areas; pest and rodent control; taking bacteriological surface samplings; and carrying out pertinent infection-control procedures.

6. Utilize good interior design principles with regard to decorating and choice of furniture and furnishings, and attend to furniture repairs, refinishing, and upholstering or replacement of equipment and supplies. May move and relocate furniture.

7. Maintain linen selection, distribution, control, and repair.

8. Be aware of common safety precautions and correct or report safety hazards to the correct authority.

9. Coordinate department activities with those of all other departments.

10. Report building repair needs to the Engineering and Maintenance Department.

The Housekeeping Department may also be responsible for the following services: Hospital security; elevator operation; operation of the laundry; and control of service contracts for services provided by nonhospital personnel.

AUTHORITY: While the housekeeping function is performed within every department of the hospital, it should be the sole responsibility of the DIRECTOR, HOUSEKEEPING SERVICES who reports to an ASSOCIATE ADMINISTRATOR.

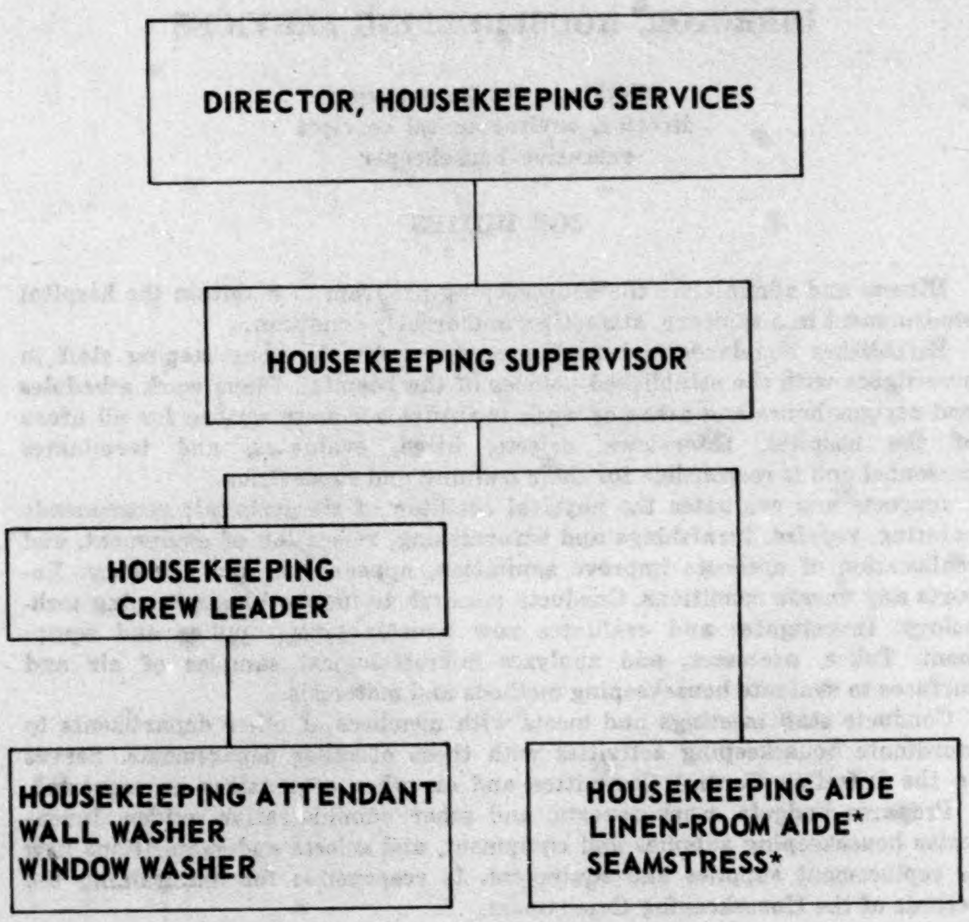
INTERRELATIONSHIPS AND INTRARELATIONSHIPS: Cleanliness, sanitation, and pleasant appearance of facilities are vital to the well-being and safety of patients. Housekeeping services must be coordinated with activities of other departments so that minimal disturbance is caused to patients, staff, and employees.

Functions of the Housekeeping Department must be clearly identified and understood by other departments to avoid duplication of services or misunderstanding resulting in loss of services to patients and staff.

PHYSICAL FACILITIES AND STAFFING: The Housekeeping Department requires adequate space and facilities according to the functions under its jurisdiction. An office should be provided for the head of the department, clerical and supporting staff, and housekeeping supervisors. A central storeroom for supplies and equipment is required as well as supply rooms and closets with sinks, shelving, and storage space on every floor and near strategic areas. There should be locker rooms for all personnel, sewing repair rooms, and workrooms of various kinds.

The department is headed by a DIRECTOR, HOUSKEEPING SERVICES who may have a number of assistants and supervisors as well as a clerical staff. Work must be planned and carefully allocated to prevent overlapping and unbalanced distribution. The DIRECTOR is responsible for training and supervision of all departmental personnel and advises personnel in other departments who may necessarily perform housekeeping duties.

HOUSEKEEPING DEPARTMENT


DIRECTOR, HOUSEKEEPING SERVICES
HOUSEKEEPING SUPERVISOR
HOUSEKEEPING CREW LEADER
HOUSEKEEPING ATTENDANT
WALL WASHER
WINDOW WASHER
HOUSEKEEPING AIDE
LINEN-ROOM AIDE*
SEAMSTRESS*

*This job may be assigned to the Laundry Department.

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

DIRECTOR, HOUSEKEEPING SERVICES

administrative housekeeper
director, environmental services
executive housekeeper

JOB DUTIES

Directs and administers the housekeeping program to maintain the hospital environment in a sanitary, attractive, and orderly condition:

Establishes standards and work procedures for the housekeeping staff in accordance with the established policies of the hospital. Plans work schedules and assigns hours and areas of work to insure adequate service for all areas of the hospital. Interviews, selects, hires, evaluates, and terminates personnel and is responsible for their training and supervision.

Inspects and evaluates the physical conditon of the hospital; recommends painting, repairs, furnishings and refurnishing, relocation of equipment, and reallocation of space to improve sanitation, appearance, and efficiency. Reports any unsafe conditions. Conducts research to improve housekeeping technology. Investigates and evaluates new housekeeping supplies and equipment. Takes, processes, and analyzes microbiological samples of air and surfaces to evaluate housekeeping methods and materials.

Conducts staff meetings and meets with members of other departments to coordinate housekeeping activities with those of other departments. Serves on the Infection Control Committee and on other committees as requested.

Prepares budgets, work reports, and other administrative guides. Inventories housekeeping supplies and equipment, and selects and requisitions new or replacement supplies and equipment. Is responsible for maintaining the records of the Housekeeping Department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Records and reports.

EDUCATION, TRAINING, AND EXPERIENCE

A high school education is the minimum formal education required; a college degree is desirable. In addition, special courses in housekeeping or institutional management are desirable.

Experience as a Housekeeping Supervisor or as an Assistant Director of Housekeeping is required.

WORKER TRAITS

Aptitudes: Verbal ability is needed to comprehend and communicate with housekeeping personnel and to prepare reports in concise, understandable language.

Numerical ability is required to perform arithmetic operations in keeping work records, preparing budgets, in requisitioning supplies, and in preparing and balancing workloads.

Color discrimination is needed in the preparation of decorative recommendations.

Interests: A preference for working with people in order to supervise them and to coordinate housekeeping activities with those of other departments.

A preference for activities resulting in the satisfaction of maintaining the hospital in a clean, orderly, attractive, and safe condition.

Temperaments: Ability to direct, control, and plan the total activity of the entire housekeeping department.

Able to communicate with people beyond giving instructions, as in coordinating activities with other department heads and staff.

Physical Demands and Working Conditions: Work is light. There is extensive walking and standing.

Frequent talking and hearing when giving instructions and explanations and in receiving oral information.

Color vision is necessary for determining harmonious color schemes.

Works inside.

JOB RELATIONSHIPS

Workers supervised: All personnel assigned to the Housekeeping Department either directly or through supervisors.

Supervised by: ASSOCIATE ADMINISTRATOR or ADMINISTRATOR.

Promotion from: HOUSEKEEPING SUPERVISOR.

Promotion to: ASSOCIATE ADMINISTRATOR.

PROFESSIONAL AFFILIATIONS

Institute of Sanitation Management
1710 Drew Street
Clearwater, Fla. 33515

National Executive Housekeepers
Association
204 Business and Professional
Building
Second Avenue
Gallipolis, Ohio 45631

Housekeeping Department **Maid, Hospital 323.887**

HOUSEKEEPING AIDE

discharge aide
hospital maid

JOB DUTIES

Performs simple repetitive tasks in maintaining an assigned area of the hospital in a sanitary, orderly, and attractive condition:

After receiving daily cleaning assignment, selects materials and supplies from utility and linen supply rooms, loads service cart, and transports to work area. At end of shift, returns unused supplies to utility room, leaves soiled linens and trash in designated areas, and cleans cart and equipment.

Cleans assigned areas by washing furnishings, floors, and equipment with special cleaning solutions and disinfectants to prevent spread of disease. Uses dust cloths and vacuum cleaner to dist window sills, blinds, floors, furniture. Empties ashtrays and trash baskets and arranges furniture and equipment in an orderly fashion. Makes beds with clean linen in prescribed manner. Scours and polishes sinks, tubs, mirrors, and similar equipment, replenishing supplies of soap, towels, and other dispensable items. Requests help in moving heavy furniture and in turning mattresses. Notifies supervisor when supplies are low. Reports any mechanical failures or negative conditions as observed in assigned area for preparation of work order for maintenance.

May be assigned permanently to a specific area such as wards, offices, or surgery. May keep utility and linen supply room in good order. May work as member of a team.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Cleaning equipment such as mops, buckets, cleaning solutions, vacuum cleaner, utility cart.

EDUCATION, TRAINING, AND EXPERIENCE

Should be able to follow oral and written instructions. No formal experience is required for this job.

On-the-job training is provided.

WORKER TRAITS

Aptitudes: Manual dexterity is needed to work with hands and arms when performing such tasks as scouring sinks, furnishings, and equipment, and polishing mirrors, dusting furniture, and mopping floors.

Interests: A preference for routine, repetitive activities in dealing with things and objects is necessary.

Temperaments: Able to perform a variety of housecleaning functions under specific instructions and with very little need for individual judgment in working out problems.

Adapted to repetitive cleaning operations throughout the workday.

Physical Demands and Working Conditions: Work is light, with considerable walking and standing.

Kneels and crouches in performing such cleaning functions as washing bathroom fixtures.

Lifts and carries bed and bathroom linens weighing up to 10 pounds.

Reaches and handles, using hands and arms, when performing cleaning chores.

Visual acuity needed when cleaning, dusting, and polishing to make sure that work is being done correctly.

Works inside. Hands are frequently in contact with water and cleaning solutions.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: HOUSEKEEPING SUPERVISOR or may be under direct supervision of nurse in charge of area to which assigned.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Housekeeping Department **Porter I 381.887**

HOUSEKEEPING ATTENDANT

building service worker
custodian
houseman
porter

JOB DUTIES

Cleans and services hospital building areas, moves furniture, equipment, and supplies in and around hospital departments, and performs a variety of housekeeping duties, to maintain the hospital in an orderly and sanitary condition:

After receiving instructions as to area and specific work assignment, assembles necessary cleaning supplies and equipment for transporting to the designated area. Depending somewhat upon the size of the hospital, and on the specific assignment, performs any of the following duties:

Sweeps, mops, wet-washes and vacuums floors. Periodically polishes floors using buffing machine and polish.

Washes walls, ceilings, and inside windows, by hand, using water, cleaning solutions, sponge, and cloths. May be called upon to wash outside windows and screens.

Moves furniture for maids to clean rooms and areas. Gathers and disposes of trash; washes wastebaskets and large refuse containers and relines with paper or plastic bags. Cleans lighting fixtures, tops of windows, doorframes, and other high places, using ladder when necessary.

Turns and changes mattresses, sets up traction and bed frames, hangs draperies, Venetian blinds, and shades. May do minor repairs to Venetian blinds and shades.

Washes sinks and other plumbing fixtures, attends to water coolers, and replaces disposables such as towels, soap, and toilet paper.

Collects soiled linens and transports them to laundry; returns clean linens to proper linen closets.

Disinfects areas by scrubbing or spraying. This job may be conbined with GROUNDS KEEPER, WALL WASHER, and WINDOW WASHER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

House cleaning handtools and supplies, ladders, floor cleaning and polishing machines, wet and dry vacuums, wall washing machines, handtrucks and dollies.

EDUCATION, TRAINING, AND EXPERIENCE

Usual requirements are to speak, read, write, and be able to follow instructions.

Some experience is helpful, but not always required. An inexperienced worker needs 1 to 3 months' on-the-job training under the direction of the housekeeping supervisors. It takes an experienced worker approximately 2 weeks to become familiar with duties and the hospital area.

WORKER TRAITS

Aptitudes: Must have manual ability to perform such tasks as mopping, buffing, polishing, scrubbing, and moving furniture.

Interests: Preference for routine, repetitive activities, with due consideration for patients, visitors, and staff.

Temperaments: Ability to perform repetitive cleaning operations throughout the workday, under specific instructions with little need for individual judgment in working out job problems.

Physical Demands and Working Conditions: Work is moderately heavy, involving lifting 50 pounds maximum, with frequent lifting and carrying of objects weighing up to 25 pounds.

Considerable walking and standing.

Pushing and pulling of mops, brooms, and electric and battery powered equipment.

Occasional stooping, kneeling, and crouching in disposing of refuse, mopping floors, and cleaning hospital fixtures, also requiring frequent reaching, handling, and fingering.

Works inside, except for occasional outside window washing and sweeping of walks.

May be in frequent contact with water and strong cleaning and disinfecting solutions.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: HOUSEKEEPING CREW LEADER or HOUSEKEEPING SUPERVISOR.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: HOUSEKEEPING CREW LEADER.

PROFESSIONAL AFFILIATIONS

None.

Housekeeping Department **Porter, Head 381.137**

HOUSEKEEPING CREW LEADER

group leader
head porter
lead houseman

JOB DUTIES

Supervises, coordinates activities of, and works with cleaning crews engaged in housekeeping activities:

Receives special work assignments for crew or individuals under his supervision from the DIRECTOR, HOUSEKEEPING SERVICES or the HOUSEKEEPING SUPERVISOR. Establishes daily work schedule for special and routine assignments, assigns duties, issues supplies and equipment, and inspects completed work. Leads and works with cleaning crew in housekeeping services in patient rooms, locker rooms, cast rooms, utility storage, treatment rooms, offices, storage rooms, and specialty areas such as, operating rooms, delivery rooms, and clinics. May work on ladders or scaffolding when washing walls and ceilings.

Inspects equipment used, to determine needs for new parts, repairs, overhaul, replacement, and for cleanliness before and after use. Recommends needs for equipment additions, changes, or dispositions. Inspects and takes corrective action in supply needs. Prepares cleaning and disinfectant solutions as prescribed. Enters in record book supplies, material, and equipment dispersed to workers.

Trains new employees by demonstrating use of cleaning materials and equipment; explains methods of cleaning and insures most efficient and economical use of materials and manpower. Recommends personnel actions such as promotions, demotions, transfers, or discharges.

Reviews, continuously, procedures to assure standardized work methods. Records work accomplished, schedules work for semiannual completion reports or machine-record unit cards. Completes requisitions for supplies to be issued from stock.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Floor scrubbing and polishing machines; pressurized wall-washing equipment, vacuum cleaners, ladders and scaffolds; cleaning supplies such as mops, pails, and solvents.

EDUCATION, TRAINING, AND EXPERIENCE

Employers' requirements range from grammar school to high school graduation.

Up to 2 years' experience as a HOUSEKEEPING ATTENDANT in a hospital.

From 1 to 4 months' on-the-job training to become familiar with all housekeeping duties, to acquire working knowledge of cleaning procedures, record-keeping, adjustment and maintenance of power equipment.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to discuss assignments with workers and supervisors, to train new workers and to demonstrate new techniques and equipment.

Numerical ability is necessary to measure ingredients and to learn dilution ratios; ability to measure square area and to count out supply items.

Motor coordination is necessary to be able to operate floor scrubbing and polishing machines and to move equipment safely within the confines of patients' rooms and heavily traveled hallways.

Manual and finger dexterity is necessary to reach for, handle, lift, and carry housecleaning supplies and equipment and to finger equipment controls.

Interests: An interest in working with people to supervise, instruct, and maintain harmony among workers.

A preference for activities resulting in the satisfaction of maintaining hospital areas in clean, orderly, pleasant conditions.

Temperaments: Ability to direct and control housekeeping personnel activities, evaluating quality and quantity of work against established criteria.

Physical Demands and Working Conditions: Work is heavy, involving lifting and carrying supplies, equipment, and materials weighing up to 100 pounds.

Extensive standing and walking.

Pushing and pulling on handles of floor polishers to steer along hallways, floors, and corridors.

Stoops, kneels, and crouches to sweep floors, pick up waste and litter, and to polish fixtures and fittings.

Talking and hearing necessary to train new workers, supervise cleaning crews, and discuss work schedules with supervisor.

Visual acuity is required for inspection of surfaces and observation of procedures.

Works inside.

Subject to injury from moving parts of housecleaning equipment and falls from scaffolds or ladders.

JOB RELATIONSHIPS

Workers supervised: Members of the cleaning crew.

Supervised by: HOUSEKEEPING SURPERVISOR or DIRECTOR, HOUSEKEEPING SERVICES.

Promotion from: A member of the cleaning crew.

Promotion to: HOUSEKEEPING SUPERVISOR.

PROFESSIONAL AFFILIATIONS

None.

Housekeeping Department **Housekeeper 321.138**

HOUSEKEEPING SUPERVISOR

assistant housekeeper
housekeeper

JOB DUTIES

Supervises work activities of cleaning personnel to ensure clean, orderly, and attractive conditons in the hospital:

Prepares daily assignment schedules to include established routine duties, as well as special areas to be cleaned to maintain adequate service at all times to all areas. Tours hospital periodically, covering each assigned area to observe cleaning crews at work and to determine that instructions are followed and safety rules are observed. Inspects hospital premises to determine next assignments such as preparation of vacated rooms for next patient, and to insure that trash and garbage disposal meet safety, health, and sanitation regulations. Occasionally, takes cultures from bed linens, floors, beds, or other equipment and submits them for laboratory analysis.

Introduces and instructs personnel in use of new equipment and cleaning methods to provide most efficient and economical methods of maintaining hospital. Trains new employees, assigns them to tasks, and closely supervises them until fully trained. Recommends personnel actions, such as employing, transfering, or termination.

Maintains an inventory of cleaning materials, supplies, and equipment, and prepares requisitions for replacement of items "used up" or in need of repair. Inspects hospital equipment and furnishings such as beds, cabinets, chairs, screens, and fans, and prepares requisition for maintenance.

Determines that collection and distrubution of linen meet needs of the hospital.

Keeps records of rooms and other areas of the hospital that have been cleaned.

May be responsible for keeping a lost-and-found department for the convenience of patients, visitors, and employees. Also may keep personnel records on workers such as hour and wage data.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Linens and household cleaning supplies, wheeled equipment, tools, mops, and similar items.

EDUCATION, TRAINING, AND EXPERIENCE

High school graduation is required. Courses in hospital housekeeping or institutional management are helpful.

Experience in functions to be supervised is essential, whether gained from employment or practical training. Must have demonstrated leadership potential.

WORKER TRAITS

***Aptitudes*: Verbal ability is needed to supervise workers.**

Clerical ability is needed to keep departmental records in good order.

***Interests*: A preference for working with people to supervise, instruct, and maintain harmony among workers.**

A preference for activities resulting in tangible, productive satisfaction, such as maintaining hospital areas in clean, orderly, and pleasant condition.

***Temperaments*: Ability to direct and control housekeeping activities, and evaluate cleanliness and neatness of work against established procedures.**

***Physical Demands and Working Conditions:* Work is light. Extensive walking and standing while supervising workers or inspecting for cleanliness of area.**

Bending and stooping for inspecting work areas.

Talking and hearing are required in giving and receiving instructions and explanations.

Near-visual acuity needed to inspect hospital areas for cleanliness.

Works inside.

JOB RELATIONSHIPS

***Workers supervised:* Supervises housekeeping personnel.**

***Supervised by:* DIRECTOR, HOUSEKEEPING SERVICES.**

***Promotion from:* HOUSEKEEPING AIDE.**

***Promotion to*: DIRECTOR, HOUSEKEEPING SERVICES.**

PROFESSIONAL AFFILIATIONS

Institute of Sanitation Management
1710 Drew Street
Clearwater, Fla. 33515

National Executive Housekeepers Association
204 Business and Professional Building
Second Avenue
Gallipolis, Ohio 45631

Housekeeping Department **Linen–Room Attendant 223.387**

LINEN–ROOM AIDE

JOB DUTIES

Issues, repairs, stores and inventories hospital bed and table linens to maintain specified level of supply, for all departments of the hospital:

Sorts, counts, and records receipt of soiled linens from various hospital departments. Inspects soiled linens to determine types of repairs needed, such as hand-sewing, thermopatching, or reinforcing by using electric sewing machine. Sets aside linen not repairable for salvage use as cleaning rags. Sorts and places linens into hampers, identified as to type of laundering required, for transporting to laundry department.

Sorts, inspects, counts, and records laundered items received from laundry finishing department before storing on shelves or filling department requisitions. Sets aside for relaundering and refinishing any items not meeting standards. Fills departmental requisitions by counting out and assembling into individual piles linen items identified by departmental stamp. Secures assembled piles into bundles by tying with tapes and placing in hampers or on carts for delivery to designated departments.

May mend rips, tears, and thin spots in bed and table linens, either by hand or using electric sewing machine, or patch by using thermopatch machine and press-on tape.

Inventories linen items periodically, to determine replacement needs in order to maintain adequate supply. Prepares requisition for new items. Identifies newly received linens according to department, using a rubber stamp. This job may be assigned to the Laundry Department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Record forms (stock requisition), hand sewing equipment, electric sewing machine, thermopatch machine.

EDUCATION, TRAINING, AND EXPERIENCE

Elementary school education required to perform simple addition and subtraction, and to follow simple written and oral instructions.

Requires knowledge to operate an electric sewing machine. Worker receives from supervisor up to 3 months' on-the-job training in linen room procedures and record keeping.

WORKER TRAITS

Aptitudes: Numerical ability required to perform simple arithmetic calcula-

tions when keeping records, filling requisition requests for hospital departments, or making out requisition forms for replacement of supplies.

Spatial perception is required to position press-on patches adequately over damaged spot and to sew on materials by hand with needle and thread or by use of electric sewing machine.

Manual dexterity is needed to reach for and handle linen room materials, supplies, and equipment such as towels, sheets, and similar linens.

Color discrimination is required to select threads and patches that match repaired linens and to detect grease, soil, and other stains in linen.

Interests: **Preference for routine work dealing with counting, sorting, issuing, and mending of linens for hospital use.**

Temperaments**: Ability to perform repeated, standardized tasks of counting, sorting, issuing, and mending of linens, with some initiative and judgment in maintaining records, and in determining salvageability or use of damaged linens.**

Physical Demands and Working Conditions**: Lifts and carries individual linen items and bundles of departmental linens and supplies weighing up to 30 pounds.**

Walks short distances, around linen supply room.

Near-visual acuity to read requisitions and records, and to examine soiled linens for type of repair needed, or laundered linens for presence of soil or stains.

Uses color vision to detect shades in color of thread and to find thin spots in material.

Works inside.

JOB RELATIONSHIPS

Workers supervised: **None.**

Supervised by**: HOUSEKEEPING SUPERVISOR or LAUNDRY MANAGER.**

Promotion from**: No formal line of promotion. This is an entry job.**

Promotion to: **No formal line of promotion.**

PROFESSIONAL AFFILIATIONS

None.

SEAMSTRESS

mender

JOB DUTIES

Makes and repairs a variety of cloth, rubber, and plastic articles such as drapes, instrument wrappers, equipment covers, linens, and gowns, using a sewing machine or by hand:

Receives instructions from supervisor as to types and quantities of articles needed in order to prepare work schedule. Obtains proper materials from stockroom for new supplies and from storage rooms for old articles to be mended. Marks dimensions with chalk and cuts out articles with scissors; assembles cut pieces and secures with pins for sewing; sews articles together, using proper color and weight thread and sewing machine. Mends and hems drapes, towels, equipment covers, bed and table linen, and clothing, using sewing machine or thermopatch machine, or sews by hand.

Measures and alters gowns, uniforms, and other hopsital apparel.

Keeps log of completed work and disposition of unusable materials.

May perform many other duties, such as: Store, inventory, and issue linen; salvage unrepairable items by making articles of lesser size; clean and maintain sewing room and sewing machine.

This job may be assigned to the Laundry Department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Sewing machine, thermopatch machine, hand sewing needs as needle, thread, and scissors.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to read, speak, write, make simple arithmetical calculations, and follow written and oral instructions. In addition, courses in sewing are helpful.

One year's experience in sewing is preferred for employment.

On-the-job training of 1 to 3 months by supervisor.

WORKER TRAITS

***Aptitudes:* Manual and finger dexterity is required in moving and manipulating materials quickly and accurately when operating a sewing machine and when sewing by hand.**

Motor coordination is required to position and place materials quickly and accurately when operating a sewing machine.

Eye-hand-foot coordination is necessary when operating electric sewing machine to control speed of machine and movement of material under the needle.

Color discrimination is required to recognize similarities and differences in color of materials, thread, and patches when mending and patching articles such as gowns, drapes, and covers.

Interests: A preference for machines and techniques in performing routine tasks, such as making hospital apparel, drapes, and linens, and using a sewing machine.

Temperaments: Able to carry out short-cycle operations according to set procedures.

Physical Demands and Working Conditions: Work is light. Sits at sewing machine most of workday.

Frequent reaching, handling, fingering, and feeling involved in manipulating materials and in operating sewing machine.

Near-visual acuity and accommodation of eyes required to perform sewing operations.

May be required to carry bolts of material and stacks of linen weighing up to 40 pounds.

Works inside.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: HOUSEKEEPING SUPERVISOR or LAUNDRY MANAGER.

Promotion from: No formal line of promotion.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

WALL WASHER

JOB DUTIES

Cleans painted or papered walls and ceilings of hospital rooms, stairwells and corridors using wall-washing machine, or by hand using liquid or dry cleaning compounds, sponges, pressue tanks, squeegees (rubber blade used to wipe windows), pails, and wiping cloths:

Washes walls and ceilings throughout the hospital using wall-washing machine by filling machine with water and germicidal solution, pressing lever controlling flow of solution, and sliding cleaning head of machine over surface of walls. Rinses washed area with damp cloth or sponge, and dries with clean cloth. Uses chemically treated dry sponge or liquid cleaner to clean wallpaper and accoustical ceilings.

Spreads drop cloth on floors and cover furniture prior to washing walls and ceilings; removes rugs and furniture, when necessary; removes drop cloth, replaces rugs, and rearranges furniture upon completion of cleaning process. Assembles and workd on scaffolding and ladders for work on high places. Cleans equipment, such as pails and sponge, when work is conpleted, and stores all equipment in storage area for future use. Cleans and fogs isolation rooms and other areas where a contaminated patient has been. Removes drapes and other furnishings for sterilization. May strip floors of wax and rewax. May be assigned to a specific area such as surgery or delivery room.

In some large hospitals an experienced WALL WASHER may be given some leadership responsibilities, such as assisting housekeeping supervisors in preparing wall-washing schedules, and assigning workers to specific tasks throughout the hospital; inspecting work during the day to be certain that supervisory standards of cleanliness are being met, and that safety and work regulations are being followed; keeping records of work done by wall-washing crew; maintaining records of wall-washing supplies, and requesting new supplies as they are needed.

This job may be combined with GROUNDS KEEPER, HOUSEKEEPING ATTENDANT, or WINDOW WASHER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Wall-washing machine, pressure tanks, ladders, scaffolding, pails, sponges, cloths.

EDUCATION, TRAINING, AND EXPERIENCE

Usual requirements are the ability to speak, read, and write, and to be able to follow simple instructions.

This is an entry job, with no experience required and the worker is given approximately 1 week's on-the-job training under the direction of a fully experienced wall washer. It would take an experienced worker only 1 or 2 days to become familiar with duties and hospital areas.

WORKER TRAITS

Aptitudes: Motor coordination is necessary when handwashing walls and ceilings and when climbing and balancing on scaffolds and ladders.

Manual dexterity is necessary for handling, lifting, and carrying materials.

Interests: A preference for routine activities for successful and satisfactory washing of walls through the day.

Temperaments: Able to perform repetitious, short-cycle wall-washing duties under specific instructions, with little or no independent judgment.

Physical Demands and Working Conditions: Work is moderately heavy. Standing and walking.

Climbing when using ladders and scaffolds to wash high places.

Stooping, kneeling, and crouching when washing low areas of the wall.

Reaching, handling, and fingering used in manipulating equipment.

Uses field of vision when washing walls and when looking for areas needing special attention.

Works inside. Hands are frequently in contact with water and cleaning solutions.

Danger of falls from ladders or scaffolding.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: HOUSEKEEPING CREW LEADER or HOUSEKEEPING SUPERVISOR.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promtion. An experienced WALL WASHER may serve as a working supervisor.

PROFESSIONAL AFFILIATIONS

None.

WINDOW WASHER

JOB DUTIES

Washes windows, glass partitions, mirrors, and other glass surfaces both inside and outside of hospital buildings, using soapy water or cleaning solutions, brushes, sponges, and squeegees, and extension handles:

When working inside climbs ladders to reach high glass surfaces, to dust and clean Venetian blinds, and to remove soiled curtains to be transported to the laundry.

When working on the outside of the building, crawls through window and hooks safety belt to support brackets before cleaning the windows. May use bosun's chair, swinging stage, or other scaffolding lowered from the roof to reach outside windows.

Cleans and stores materials and equipment.

This job may be combined with GROUNDS KEEPER, HOUSEKEEPING ATTENDANT, or WALL WASHER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Window-cleaning supplies, extension handles, ladder, scaffolding, safety belt.

EDUCATION, TRAINING, AND EXPERIENCE

Usual requirements are the ability to speak, read, and write, and be able to follow simple instructions.

This is usually an entry job requiring up to 30 days' on-the-job training.

WORKER TRAITS

***Aptitudes:* Form perception is needed to determine areas of windows that need cleaning.**

Manual and finger dexterity is used when handling squeegees to dry windows and clean with sponges and cleaning cloths.

***Interests*: A preference for things and objects in order to work with cleaning materials and equipment.**

A preference for routine, organized activities in performing the same limited number of tasks daily.

***Temperaments*: Able to perform repetitive short-cycle tasks under specific instructions with little room for independent judgment.**

***Physical Demands and Working Conditions*: Moderately heavy work, with lifting up to 50 pounds maximum, with frequent lifting and carrying objects weighing up to 25 pounds.**

Climbs and balances when using ladders, bosun's chairs, and scaffolds to reach high places.

Reaches and handles cleaning tools.

Must be able to use a safety belt.

Works both inside and outside the hospital buildings, and is exposed to the hazard of falls from windows, ladders, or scaffolding.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: HOUSEKEEPING CREW LEADER or HOUSEKEEPING SUPERVISOR.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

LAUNDRY DEPARTMENT

Purpose: To collect and launder hospital linens, garments, and all washables in order to provide adequate supplies of clean, sanitary linens to all departments.

Responsibility: Collecting and processing linens according to the particular system in use, checking condition of linens for worn spots or tears, and weighing for production records. Linens are then sorted on the basis of type of washing to be used and processed through washer-extractor-dryer equipment after load limits have been determined. The laundry is finished by one of two methods—dried in dry tumblers or ironed by a flatwork ironer, hothead presses, or hand iron. During these finishing processes each item of laundry will be checked for stains and damage and, where necessary, returned for rewashing or mending.

In some hospitals, the Laundry Department is assigned responsibility for storing, issuing, and inventorying all linens to maintain centralized control. In other hospitals, laundered articles are returned to the Housekeeping Department for distribution. SEAMSTRESS and LINEN–ROOM AIDE may be found in either department.

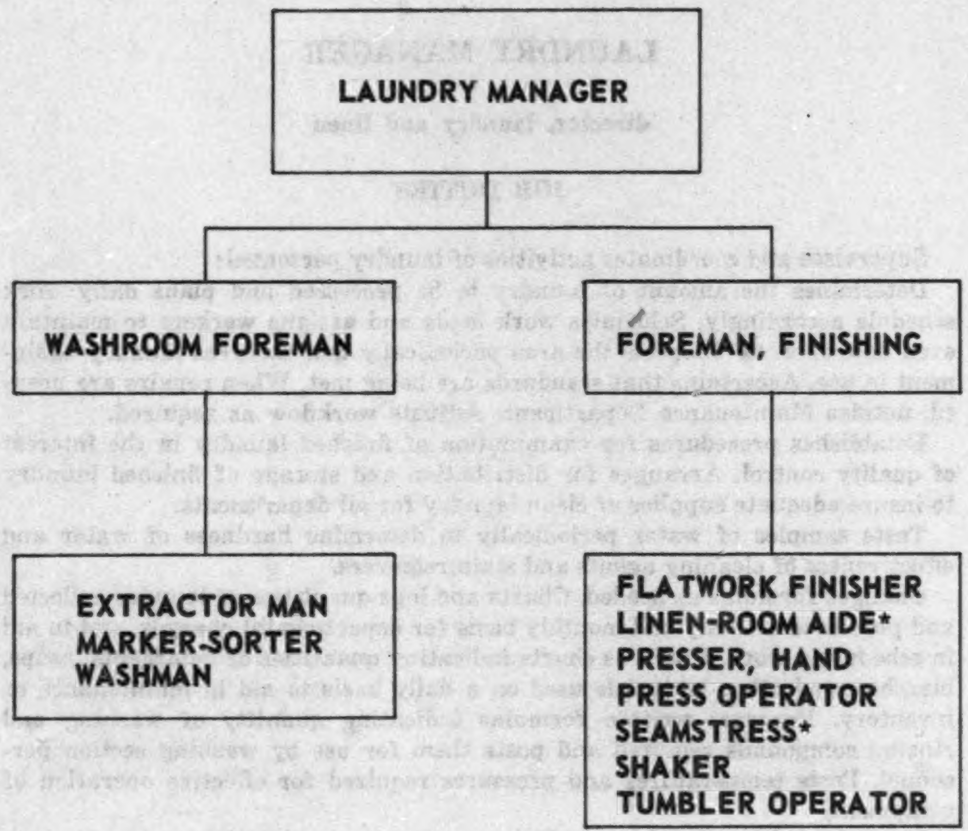
Authority: The Laundry Department is usually an independent department under the supervision of a LAUNDRY MANAGER who has full authority over laundry functions and reports to either the ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR.

Interrelationships and Intrarelationships: Every effort should be made to emphasize the importance of clean linens in care and treatment of patients and of the coordinated effort required in providing adequate supplies. Linens are furnished to many departments and units of the hospital, necessitating close coordination between the laundry and various users of linens. Work schedules should be set up in cooperation with department heads, and consideration given to overall requirements and daily distribution of finished laundry. The LAUNDRY MANAGER should recommend and advise on purchase of hospital linens and laundry equipment.

Standards: The National Association of Institutional Laundry Managers, the American Institute of Laundering, and the Laundry Manual of the American Hospital Association recommend washing formulas and supplies. Periodic bacteriological counts are taken to test for presence of bacteria and germs in washing and pressing areas of the laundry. In some hospitals a Sanitarian periodically reviews the laundering and distribution process.

Physical Facilities and Staffing: Adequate space, equipment, and staff necessary to meet the established objectives of the laundry must be provided.

LAUNDRY DEPARTMENT


LAUNDRY MANAGER
WASHROOM FOREMAN
FOREMAN, FINISHING
EXTRACTOR MAN
MARKER-SORTER
WASHMAN
FLATWORK FINISHER
LINEN-ROOM AIDE*
PRESSER, HAND
PRESS OPERATOR
SEAMSTRESS*
SHAKER
TUMBLER OPERATOR

*See Housekeeping Department.

NOTE: This chart is for illustrative purposes only and should not be considered a recommended pattern of organization.

Laundry Department **Laundry Foreman 361.138**

LAUNDRY MANAGER

director, laundry and linen

JOB DUTIES

Supervises and coordinates activities of laundry personnel:

Determines the amount of laundry to be processed and plans daily work schedule accordingly. Schedules work loads and assigns workers to maintain even flow of work. Inspects the area periodically and observes laundry equipment in use. Ascertains that standards are being met. When repairs are needed, notifies Maintenance Department. Adjusts workflow as required.

Establishes procedures for examination of finished laundry in the interest of quality control. Arranges for distribution and storage of finished laundry to insure adequate supplies of clean laundry for all departments.

Tests samples of water periodically to determine hardness of water and effectiveness of cleaning agents and stain removers.

Changes formulas as needed. Charts and logs quantities of laundry collected and processed on daily and monthly basis for departmental charges, and to aid in scheduling work. Prepares charts indicating quantities of detergents, soaps, bleaches, and other materials used on a daily basis to aid in maintenance of inventory. Prepares written formulas indicating quantity of washing and rinsing compounds required and posts them for use by washing section personnel. Posts temperatures and pressures required for effective operation of equipment.

Inspects and inventories supplies to estimate consumption and orders accordingly. Prepares requisitions and checks quantities delivered. May order replacements for worn linens.

Records hours worked by each laundry worker and submits report to payroll office. Maintains production records and computes operating costs. Interviews new employees to determine amount and type of experience, and assigns workers to tasks accordingly. Trains new workers to operate equipment in order to secure a maximum of transferability among workers in case of absenteeism and during peakloads. Inspects laundered articles and evaluates worker efficiency. Corrects faulty techniques by demonstration.

Investigates new equipment and procedures in laundry operations and recommends changes and additions.

May supervise workers directly or through forelady or foreman, in washing, extracting, and finishing sections. May perform any laundry operation where needed. May remove stains or handle isolation wash requiring special treatment.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Washers, extractors, tumblers, ironers, laundry washing agents, and compounds.

EDUCATION, TRAINING, AND EXPERIENCE

Preference will be given to a graduate of a laundry school or to one who holds a certificate of professional laundry manager.

A minimum of 1 year's laundry supervision, or 5 years' general laundry work with ability to supervise workers is required.

A new LAUNDRY MANAGER should be given on-the-job training in procedures and practices of specific institution.

WORKER TRAITS

Aptitudes: Verbal ability is necessary to understand hospital reports and directives, prepare reports and schedules, issue oral instructions, and demonstrate processing techniques and methods and use of equipment.

Numerical ability is necessary to calculate anticipated laundry needs in personnel and supplies, keep records, and prepare administrative reports.

Manual dexterity is necessary to use hands rapidly to handle laundry and operate switches and controls of machines.

Color discrimination is necessary to determine cleanliness of laundry.

Interests: A preference for activities that follow a definite routine through the entire laundry process.

A preference for working with people, in a supervisory capacity.

Temperaments: Ability to plan and coordinate all laundry activities, using judgmental and verifiable criteria to evaluate performances of workers and equipment and various aspects of the laundry program.

Physical Demands and Working Conditions: Work is light. Considerable walking about the building, observing the performance of workers and equipment.

Reaching, handling, fingering, feeling, and stooping are required in inspecting operations.

Near-visual acuity and color vision are important for setting dials, testing water samples, and detecting stains or discolorations.

Works inside where area is noisy, hot, and humid. Exposed to hot equipment and wet floors.

JOB RELATIONSHIPS

Workers supervised: All laundry department workers.

Supervised by: ADMINISTRATOR or an ASSOCIATE ADMINISTRATOR.

Promotion from: WASHROOM FOREMAN.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

National Association of Institutional Laundry Managers
P.O. Box 11486
Philadelphia, Pa. 19111

American Institute of Laundering
Doris and Chicago Avenues
Joliet, Ill. 60434

Laundry Department **Extractor Operator 581.885**

EXTRACTOR MAN

washer helper

JOB DUTIES

Tends extractors to remove excess water from washed articles, and assists WASHMAN in loading and removing linens from washwheels; may help in collecting and distributing linens:

Pushes loaded handtruck or portable extractor basket into position at machine or under hoist. Lifts material from handtruck or raises baskets, using chain or electric hoist to load extractor. Distributes material uniformly in extractor baskets to balance load and reduce vibration. Observes tilt of portable baskets to verify balance when using hoist. Closes cover and starts machine. Sets timer and allows machine to run until moisture is extracted. Unloads materials into handtruck for transfer to subsequent operator.

Collects soiled laundry at laundry chute areas and sorts into carts according to color, type, and degree of soil. Pushes carts into washroom for recording weight. May load and unload washing machines.

Wipes lint and dust from inside extractor, and washes outside, using damp cloth, soap, and water. Brushes spillage from floor into drain, to prevent injury to workers.

May rotate with TUMBLER OPERATOR, SHAKER, or FLATWORK FINISHER.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Extractors, electrically operated hoist, washers.

EDUCATION, TRAINING, AND EXPERIENCE

Grammar school graduation, with ability to follow oral and written instructions.

No experience required.

Two weeks' on-the-job training is sufficient.

WORKER TRAITS

Aptitudes: Motor coordination and manual dexterity are required to load and unload extractor baskets and washers.

Some color vision is required to sort colored garments from whites and to detect heavy staining.

Interests: A preference for routine activities in loading and unloading machines.

Temperaments: Must perform repetitive tasks of loading and unloading extractors and washers.

Some judgment required in sorting articles for washing.

Physical Demands and Working Conditions: Work is heavy.

There is considerable walking, lifting, pushing, and pulling in transferring dry and wet articles from one work station to another and in loading and unloading washers.

Works inside. The area is noisy, humid, and wet from steam and spilled water.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: WASHROOM FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion. May be promoted to WASHROOM FOREMAN.

PROFESSIONAL AFFILIATIONS

None.

FLATWORK FINISHER

flatwork catcher
flatwork feeder
flatwork folder
flatwork ironer

JOB DUTIES

Works, interchangeably, as a member of a two-or-more worker team to feed ironer and fold clean, damp, flatwork articles such as towels, sheets, drapes, and spreads on a flatwork ironer:

As a feeder: Starts machine, and observes devices which indicate that air pressure, steam pressure, and temperature are correct. Feeds article onto feeder belt which carries it into the machine. Smooths and straightens edges, and guides articles to prevent wrinkles as they are pulled under rollers and over heated section of machine that presses and dries them. Shakes out and feeds large articles, such as sheets and bedspreads into ironer, assisted by another worker.

As a catcher-folder: Receives small articles, as they roll from ironer, folds, sorts, and stacks on table or in carts. Catches end of large articles, such as sheets or drapes and, assisted by another worker, folds to size to fit laundry wagon or storage shelves. Examines articles for stains, tears, or other imperfections and routes to washroom or linen room if rewashing or mending is required.

May deliver finished flatwork to designated linen room. May complete folding (for smaller size) when tending an automatic ironer-folder machine.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Flatwork ironer, flatwork ironer-folder.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to follow simple oral instructions.
No previous experience required.
Short demonstration period only to learn the rhythmic method of feeding, catching, and folding.

WORKER TRAITS

Aptitudes: Motor coordination and manual dexterity are necessary to rapidly feed, catch, and fold articles ironed automatically.

Form perception is necessary to discern differences in shapes, widths, lines, and stains or tears in flatwork.

Interests: A preference for routine activities in relation to the operation of a machine to complete a process.

Temperaments: Adaptable to work at a repetitive, short-cycle operation requiring some judgment in folding.

Able to work as a team member.

Physical Demands and Working Conditions: Work is light. Continuous standing at work station.

Reaching and handling to feed, catch, and fold articles.

Works inside. Area is hot and humid and may be noisy.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: FOREMAN, FINISHING or LAUNDRY MANAGER.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Laundry Department **Flatwork Foreman 361.138**

FOREMAN, FINISHING

forelady, finishing

JOB DUTIES

Supervises and coordinates activities of workers engaged in shaking out, tumbling, flatwork feeding and catching, pressing, folding, packing, and distributing garments and articles for use by hospital staff and patients:

Plans work schedule based on production requirements and availability of workers. Assigns workers to routine tasks, allowing for interchanging of jobs, to relieve monotony and maintain workflow.

Orients and instructs new workers, emphasizing the importance of adhering to prescribed methods, techniques, and procedures to avoid spread of infection. Observes workers in performance of duties and demonstrates techniques to improve production and maintain workflow.

Inspects articles for cleanliness, routes those not meeting standards for rewashing, and notifies supervisor of repeated washing discrepancies.

Performs any of the operations supervised, to maintain production schedule.

May perform any of the following tasks: Hire, transfer, and discharge workers; maintain linen stock, inventories, and payroll records; prepare requisitions for linen supplies for various departments.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Handiron, flatwork ironer, presser machine, folding machine.

EDUCATION, TRAINING, AND EXPERIENCE

Grammar school graduation, with ability to understand laundry procedures.

Minimum of 1 years' experience in a laundry is preferred.

One to 3 months' on the job to become proficient in supervisory methods.

WORKER TRAITS

Aptitudes: Verbal ability is necessary for discussing laundry finishing procedures and problems with supervisor and subordinates; for issuing instructions for successful performance of duties in coordination with activities of other departments.

Form perception is necessary to detect stains, tears, and other imperfections in articles.

Motor coordination and manual dexterity are necessary to coordinate eyes and hands, and move fingers and hands to manipulate articles rapidly and easily to maintain steady workflow.

Interests: A preference for activities in supervising workers in the routine process of finishing laundered articles.

Temperaments: Ability to be alert to a variety of activities, such as hand or machine ironing, shaking of articles, folding and packing.

Ability to plan and direct various activities of finishing section.

Physical Demands and Working Conditions: Work is light. Standing and walking between work stations.

Talking and hearing for supervisory duties.

Reaching for, handling, fingering, feeling, stooping, and turning are all necessary for the variety of duties either performed or supervised.

Works inside. Area is hot, humid, and noisy. Subject to burns from hot equipment.

JOB RELATIONSHIPS

Workers supervised: Members of flatwork ironing crew, folders of tumbled work, and handironers and pressers.

Supervised by: LAUNDRY MANAGER.

Promotion from: Any member of the finishing section.

Promotion to: LAUNDRY MANAGER.

PROFESSIONAL AFFILIATIONS

National Association of Institutional Laundry Managers
P.O. Box 11486
Philadelphia, Pa. 19111

MARKER-SORTER

clothes marker
garment marker

JOB DUTIES

Marks identifying symbols, assigned to specific departments, buildings, and individuals, on soiled or new fabric hospital articles and segregates articles into groups according to laundry treatment each will receive:

Affixes or marks identifying symbols by one of the following methods:

1. Places articles on anvil of clipping machine and depresses a pedal which clips numbered metal tag to article.
2. Sets identifying symbol in marking machine by depressing appropriate keys and moving a lever. Places part of each article on anvil of machine and depresses a pedal, causing machine to print symbol in ink or paint. Clears type and resets for next identifying symbol.
3. Marks identification symbols on articles with pen or indelible pencil.
4. Selects departmental identification plate from file and slides it into machine slot directly below unit name plate so name and department are imprinted in same area. Positions edge of article over plate and raises plate with automatic mechanism, causing machine to print identifying information.
5. Sews cloth label bearing identifying symbol on each article either by hand or with a sewing machine.

Sorts soiled articles according to treatment each will receive during laundering. Receives hampers and baskets of soiled linens and garments. Segregates laundry into groups, such as soiled sheets and pillowcases, nurses' uniforms and shirts, colored articles and towels, depending upon how articles will be routed for washing, starching, and ironing, or sorts articles to be mended. Prepares articles for washing by unbuttoning garments, turning pockets out, and unrolling sleeves. Places segregated articles in wheeled hampers and pushes hampers near washroom area.

May perform any of the following tasks during periods of peakload in the laundry:

1. Damp-dry clothes in extractor.
2. Shake out damp articles for ironing.
3. Fold ironed flatwork or garments fluff-dried in tumbler.
4. Pack operating room articles for sterilization.
5. Mend torn garments and other linens.

In large establishments, this job may be divided into two components; one worker known as marker and the other as sorter. In small establishments, marking may be performed by LINEN-ROOM AIDE (Housekeeping

Department), while sorting is performed by a sorter in the washroom or by WASHMAN.

Assists and rotates with other workers during slack periods.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Marking machine—hand or automatic, cloth labels, metal identification plates, pen and indelible pencil, laundry carts, needle and thread for sewing machine.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to read, speak, write, and follow simple written and oral directions.

Up to 6 months' laundry experience may be required for employment.

Minimum amount of on-the-job training.

WORKER TRAITS

Aptitudes: Form perception is needed to sort articles and discern tears and worn spots, and to determine types of common fabrics and sort according to washing classification.

Motor coordination and finger and manual dexterity are needed to rapidly and accurately operate clipping machine or automatic marking machine, and for correct positioning of article in machine.

Interests: A preference for routine, organized activities, as in marking and sorting linens and garments.

Temperaments: Ability to perform repetitive tasks of marking linens and garments by hand or machine.

Ability to determine type of laundry necessary.

Physical Demands and Working Conditions: Work is light. Standing most of the day.

Handling and fingering labels, identification plates, and lever of machine.

Stooping, turning, reaching for, pushing, and pulling when sorting laundry.

Works inside. Laundry rooms are hot, humid, and noisy.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: LAUNDRY MANAGER or FOREMAN, FINISHING.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

PRESSER, HAND

hand ironer

JOB DUTIES

Irons unfinished portions of machine-pressed garments to remove wrinkles and smooth and give shape to articles, using an electric hand iron:

Adjusts temperature of iron, according to type of fabric, to prevent scorching and damage to garment. Positions garment sections, such as shoulder or yoke, moistens section with damp cloth, sponge or spray gun, and irons section. Irons sleeves on a sleeve buck or sleeve puff to give shape and eliminate wrinkles. Arranges finished garments on hangers and places on rack for removal. Folds articles such as aprons and shirts in prescribed manner and stacks them on tables for sorting and distribution.

Assists and rotates with other workers in the department to maintain work flow.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Electric handiron, ironing board, sleeve buck or puff.

EDUCATION, TRAINING, AND EXPERIENCE

Grammar school education, with ability to follow oral instructions.
Previous work experience not necessary, home ironing helpful.
One to 3 months' on the job to learn laundry procedures.

WORKER TRAITS

Aptitudes: Form perception is necessary to perceive details to shape and iron garments in acceptable manner.

Motor coordination and manual dexterity are necessary to maneuver the iron, and to position and shape the garments skillfully and rapidly, coordinating movements of both hands simultaneously.

Interests: A preference for routine activities such as ironing garments to a finished appearance.

Temperaments: Ability to perform repetitive tasks to maintain workflow while maintaining standards for pressing hospital garments.

Physical Demands and Working Conditions: Work is light. Continuous standing and walking in a limited area.

Reaching for, handling, fingering, pushing, pulling, turning, and stooping in process of positioning and smoothing out garments, using hand iron.

Works inside. Area is hot, humid, and noisy.
Is subject to burns from hot iron.

JOB RELATIONSHIPS

Workers supervised: None.
Supervised by: FOREMAN, FINISHING or LAUNDRY MANAGER.
Promotion from: No formal line of promotion. This may be an entry job.
Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

PRESS OPERATOR

presser
steam presser

JOB DUTIES

Tends pressing-machine (hothead type) to press washed wearing apparel, such as uniforms, caps, jackets, aprons, and pants:

Lifts garment from laundry cart, shakes it out, and spreads over lower buck (padded bed) of the pressing machine. May dampen garment with water spray or sponge. Uses both hands to press either two buttons, knobs, or levers to bring down heated upper buck (press head) against bed of machine. Releases head by depressing another button, knob, or lever, rearranges garment and repeats pressing operation until article is finished. Usually operates one to three machines in sequence, designed to press specific sections of garments as sleeves, collars, legs, and body of garment. Inspects ironed garment to assure that it is neat and wrinkle free. Separates heavily stained or torn garments and routes for rewashing or mending, and routes garments for hand finishing. Hangs garments or places in pile for distribution to proper department of the hospital.

Assists and rotates with other workers in department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Pressing machines.

EDUCATION, TRAINING, AND EXPERIENCE

Ability to follow simple oral instructions.

No previous experience is required.

Two to 4 weeks' on-the-job training to learn routine and techniques of machine operation.

WORKER TRAITS

Aptitudes: Motor coordination and finger and manual dexterity are necessary to rapidly and accurately position and move articles on bed of press. Must develop a rhythm to coordinate movements in order to tend machines in a manner to maintain steady flow of work.

Form perception is necessary to discern differences in shapes, widths, lines, stains, tears, or worn spots in garments.

Interests: A preference for routine activities in relation to the operation of a machine to complete a process.

Temperaments: Ability to position and press hospital garments repetitively in successive steps, until entire garment is pressed according to set standards.

Physical Demands and Working Conditions: Work is light. Stands and walks in a limited area.

Turning, stooping, reaching for, handling, and adjusting garments and machine-operating devices.

Works inside. Area is hot and humid. Subject to burns from steam and hot equipment.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: FOREMAN, FINISHING or LAUNDRY MANAGER.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

Laundry Department **Shaker, Flatwork 363.886**
Shaker, Wearing Apparel 361.887

SHAKER

JOB DUTIES

Shakes out creases and sorts semidry flatwork and garments preparatory to feeding into flatwork ironer or pressing machine:

Lifts articles from hamper, shakes out creases and folds. Sorts articles, according to type of finish required, and either places in carts, over sides of carts, or in piles on table. Shakes out and folds large articles with the aid of another worker, and folds other articles in prescribed manner to facilitate handling by FLATWORK FINISHERS. Inspects articles and segregates those heavily stained or torn into carts to return them for washing, spot removal, drying in tumbler, or mending.

Folds, segregates, and stacks ironed flatwork and places it in laundry hamper for removal to linen room. Returns poorly ironed articles.

Assists and rotates with other workers in department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Laundry carts, hampers.

EDUCATION, TRAINING, AND EXPERIENCE

Must be able to follow simple oral and written instructions.

Experience is not required.

Up to 1 week's on-the-job training will familiarize workers with routine.

WORKER TRAITS

Aptitudes: Motor coordination and manual dexterity are required for quick and easy movement of arms and hands when working alone and to develop rhythmic movements in cooperation with other workers.

Finger dexterity is required to pick up articles and manipulate them into various types of folds.

Interests: A preference for routine, organized activities in handling laundered articles for shaking, sorting, and folding.

Temperaments: Adapted to repetitive activities for handling laundered articles throughout work day.

Physical Demands and Working Conditions: Work is medium. Stands and walks in limited area.

Stoops, reaches for, lifts, handles, and turns in process of shaking out semidry articles.

Pushes and pulls laundry trucks and hampers carrying up to 60 pounds of semidry work.

Some color vision is required to detect stains.

Works inside.

Area is noisy, hot, and humid.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: FOREMAN, FINISHING or LAUNDRY MANAGER.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: No formal line of promotion.

PROFESSIONAL AFFILIATIONS

None.

TUMBLER OPERATOR

drier operator
fluff-dry folder

JOB DUTIES

Tends a battery of tumblers, either steam or electrically heated, that dry and fluff washed articles, preparatory to folding:

Transfers partially dried, presorted articles from carts or sorting table, and places in cylinders of tumblers. Closes and locks doors and starts tumblers. Sets timer for drying cycle, according to type of article being dried. Loads and starts tumblers in sequence, estimating drying time for each, to regulate sequence for unloading and maintaining flow of work to finishing section workers. Observes temperature and pressure gages on equipment to ascertain specified readings and notifies supervisor of deviations and machine malfunctioning. Opens tumbler door at completion of drying cycle, feels articles to determine dryness, and reruns articles, if necessary, to insure complete dryness.

Unloads tumblers and dumps dried articles into designated carts for sorting and folding. Folds and stacks articles that do not need further finishing.

May segregate articles for ironing. May fold and stack articles such as towels and wash cloths. May truck laundry to and from tumblers. Cleans lint traps, and keeps entire area, including outside of dry tumblers and motors, free from lint.

Assists and rotates with other workers in department.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Tumblers of various sizes, laundry carts.

EDUCATION, TRAINING, AND EXPERIENCE

Grammar school education, with ability to follow oral and written instructions.

No experience required.

Up to 3 weeks' on-the-job training is satisfactory.

WORKER TRAITS

Aptitudes: Motor coordination and manual dexterity are required to load and unload tumblers quickly to maintain a flow of work for continuous production.

Some color vision is required to sort colored garments from whites.

Interests: A preference for routine activities dealing with loading and unloading machines.

Temperaments: Adapted to repetitive type duties of loading and unloading machines and sorting articles for next laundry operation.

Physical Demands and Working Conditions: Work is heavy. Considerable walking, lifting, pushing, and pulling is involved in transferring wet and dry articles from one work station to another.

Handling and fingering articles to detect dampness and for sorting operations.

Works inside. The area is noisy, humid, and wet from steam.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: FOREMAN, FINISHING or LAUNDRY MANAGER.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: EXTRACTOR MAN or WASHMAN.

PROFESSIONAL AFFILIATIONS

None.

Laundry Department **Washer, Machine 361.885**

WASHMAN

JOB DUTIES

Tends one or more machines to wash hospital articles, such as garments, bed and table linens, blankets, curtains, and draperies:

Loads preweighed articles requiring identical treatment into washing machines. Closes doors, turns valves to admit water of specified temperature to predetermined levels, and starts machine. Adds soaps, detergents, bleaches and/or washing solutions through trough, as required, during various washing cycles. Repeats draining of sudsy water, adding of soaps, detergents, bleaches, and washing solutions, and refilling of washers with hot, cold, or lukewarm water to rinse laundry as required to result in a clean and sanitary wash.

Observes machine-movement indicator to insure turning of washwheels in alternate directions to avoid tangling of articles. Opens doors and unloads, or directs workers to unload, washer.

Performs specialized operations, such as washing articles from the isolation ward separately, sterilizing items, and spot-cleaning to remove heavy stains. Reports breakdowns or malfunctions of machines to WASHROOM FOREMAN.

May load washed articles into extractor for damp-drying. May tend washer-extractor that washes, rinses, and semidries articles. May clean work area and machines.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Washers, automatic or semiautomatic, single and double washwheels, top or front loading.

EDUCATION, TRAINING, AND EXPERIENCE

Grammar school education, with ability to follow oral and written instructions.

No previous experience required.

Up to 30 days' on-the-job training to become familiar with washing routine and equipment operation.

WORKER TRAITS

Aptitudes: Motor coordination and manual dexterity are required to load and unload machines rapidly to maintain flow of work to finishing section.

Interests: A preference for routine activities dealing with washing machine operation, tending water gages and switches.

Temperaments: Ability to follow specific instructions for mixing and using washing agents and equipment to insure clean, sanitary wash.

Physical Demands and Working Conditions: Work is heavy.

Pushing and pulling of laundry carts. Carrying up to 60 pounds of laundry.

Walking and standing when tending washers.

Reaching and handling when loading and unloading machines.

Works inside. Area is noisy, warm, and humid, and floors may be slippery when wet.

JOB RELATIONSHIPS

Workers supervised: None.

Supervised by: WASHROOM FOREMAN.

Promotion from: No formal line of promotion. This may be an entry job.

Promotion to: WASHROOM FOREMAN.

PROFESSIONAL AFFILIATIONS

National Association of Institutional Laundry Managers
P.O. Box 11486
Philadelphia, Pa. 19111

WASHROOM FOREMAN

chief washman

JOB DUTIES

Supervises and coordinates activities of workers engaged in sorting and washing soiled linens, garments, drapes, and other hospital articles in electrically powered machines and extracting excess water to prepare them for the finishing operations:

Plans, in cooperation with LAUNDRY MANAGER, wash schedule and priorities, and assigns workers to duties, such as collecting soiled laundry from laundry chute areas, weighing and sorting laundry, and washing and extracting. Trains new workers in use of supplies and equipment by demonstrating use, explaining operating techniques, and assisting in actual operations.

Sorts, or directs workers to segregate, laundry according to volume, degree of stain or soil, and types of articles. Places heavily stained articles in cart for prewashing. Manually loads articles into washer or washwheel until machine is loaded to designated capacity. Sets water-level control and turns valve to admit water heated to a degree intended to reduce soil and infectious bacteria. Closes washer doors and starts machine. Adds soaps, detergents, bleach, and/or bluing through trough, according to treatment required for wash. Drains sudsy water, admits clean water after each washing cycle, and rerinses as required, adding specified washing chemicals to each step, as necessary.

Assists workers in loading and unloading washers and extractors. Observes and listens to operation of machines and makes minor adjustments, or reports malfunctioning to LAUNDRY MANAGER. Keeps records of total weight of wash processed each day for each hospital department, for budgetary charge purpose.

Inspects wash at various stages of processing for cleanliness, advises workers or recommends changes in washing and rinsing procedures to effect a clean and sanitary wash.

Is responsible for isolation wash.

May shut down all equipment at end of daily operation.

Rotates workers within washroom or arranges for rotation with finishing section to relieve monotony and to maintain workflow.

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

Semiautomatic and automatic washers and extractors; laundry solutions, such as soaps, detergents, bleaches; logbook.

EDUCATION, TRAINING, AND EXPERIENCE

Grammar school education, with ability to understand laundry procedures.

Minimum of 1 year's experience as WASHMAN is required.

One to 3 months' on-the-job training to become proficient in supervisory methods.

WORKER TRAITS

Aptitudes: Verbal ability is necessary for discussing washing procedures and problems with supervisor and subordinates; for issuing instructions for successful performance of washroom workers in coordination with activities of other departments and laundry sections.

Some numerical ability is necessary for proper measuring of such laundry agents and chemicals as soaps, detergents, bleaches.

Form perception is necessary to discern stains, tears, and other discrepancies in laundry articles when sorting or determining type of washing treatment necessary.

Motor coordination and manual dexterity are necessary to coordinate eyes and hands rapidly; sort, load, unload, and tend machines; and add detergents and other chemical solutions to wash. Must move rapidly to maintain flow of work to finishing section.

Interests: A preference for activities of supervisory workers in the routine process of loading, tending, and unloading washers and extractors.

Temperaments: Ability to plan and direct activities of washing sections.

Ability to determine type of wash necessary for different stains, materials, and colors for clean and sanitary wash.

Physical Demands and Working Conditions: Work can be heavy. Standing and walking from washer to washer, checking machine operation, and observing performance of workers.

Stooping, crouching, turning, reaching for, and lifting, in the process of handling laundry and tending machines.

Talking and hearing for supervisory duties.

Near-visual acuity and color vision are required to detect stains, and sort by color.

Works inside. Area is hot, humid, and noisy. Subject to burns from hot equipment and water, and falls due to wet floors.

JOB RELATIONSHIPS

Workers supervised: All workers assigned to washroom.

Supervised by: LAUNDRY MANAGER.

Promotion from: WASHMAN or EXTRACTOR MAN.

Promotion to: LAUNDRY MANAGER.

PROFESSIONAL AFFILIATIONS

National Association of Institutional Laundry Managers
P.O. Box 11486
Philadelphia, Pa. 19111

Definition of Worker Traits

I. APTITUDES

Specific capacities and abilities required of an individual in order to learn or perform adequately a task or job duty.

- ***G*** INTELLIGENCE: General learning ability. The ability to "catch on" or understand instructions and underlying principles. Ability to reason and make judgments. Closely related to doing well in school.
- ***V*** VERBAL: Ability to understand meanings of words and ideas associated with them, and to use them effectively. To comprehend language, to understand relationships between words, and to understand meanings of whole sentences and paragraphs. To present information or ideas clearly.
- ***N*** NUMERICAL: Ability to perform arithmetic operations quickly and accurately.
- ***S*** SPATIAL: Ability to comprehend forms in space and understand relationships of plane and solid objects. May be used in such tasks as blueprint reading and in solving geometry problems. Frequently described as the ability to "visualize" objects of two or three dimensions, or to think visually of geometric forms.
- ***P*** FORM PERCEPTION: Ability to perceive pertinent detail in objects or in pictorial or graphich material; to make visual comparisons and discriminations and see slight differences in shapes and shadings of figures and widths and lengths of lines.
- ***Q*** CLERICAL PERCEPTION: Ability to perceive pertinent detail in verbal or tabular material. To observe differences in copy, to proofread words and numbers, and to avoid perceptual errors in arithmetic computation.
- ***K*** MOTOR COORDINATION: Ability to coordinate eyes and hands or fingers rapidly and accurately in making precise movements with speed. Ability to make a movement response accurately and quickly.
- ***F*** FINGER DEXTERITY: Ability to move the fingers and manipulate small objects with the fingers rapidly or accurately.

M MANUAL DEXTERITY: Ability to move the hands easily and skillfully. To work with the hands in placing and turning motions.

E EYE-HAND-FOOT COORDINATION: Ability to move the hand and foot coordinately with each other in accordance with visual stimuli.

C COLOR DISCRIMINATION: Ability to perceive or recognize similarities or differences in colors, or in shades or other values of the same color; to identify a particular color, or to recognize harmonious or contrasting color combinations, or to match colors accurately.

Explanation of Levels:

The digits indicate how much of each aptitude the job requires for satisfactory (average) performance. The average requirements, rather than maximum or minimum, are cited. The amount required is expressed in terms of equivalent amounts possessed by segments of the general working population.

The following scale is used:

1. The top 10 percent of the population. This segment of the population possesses an extremely high degree of the aptitude.
2. The highest third exclusive of the top 10 percent of the population. This segment of the population possesses an above average or high degree of the atitude.
3. The middle third of the population. This segment of the population possesses a medium degree of the aptitude, ranging from slightly below to slightly above average.
4. The lowest third exclusive of the bottom 10 percent of the population. This segment of the population possesses a below average or low degree of the aptitude.
5. The lowest 10 percent of the population. This segment of the population possesses a negligible degree of the aptitude.

Significant Aptitudes:

Certain aptitudes appear in boldface type on the qualifications profiles for the worker trait groups. These aptitudes are considered to be occupationally significant for the specific group; i.e., essential for average successful job performance. All boldface aptitudes are not necessarily required of a worker for each individual job within a worker trait group, but some combination of them is essential in every case.

II. INTERESTS

Preferences for certain types of work activities or experiences, with accompanying rejection of contrary types of activities or experiences. Five pairs of interest factors are provided so that a positive preference for one factor of a pair also implies rejection of the other factor of that pair.

1. Situations involving a preference for activities dealing with things and objects.
2. Situations involving a preference for activities involving business contact with people.
3. Situations involving a preference for activities of a routine, concrete, organized nature.
4. Situations involving a preference for working for people for their presumed good, as in the social welfare sense, or for dealing with people and language in social situations.
5. Situations involving a preference for activities resulting in prestige or the esteem of others.
6. Situations involving a preference for activities concerned with people and the communication of ideas.
7. Situations involving a preference for activities of a scientific and technical nature.
8. Situations involving a preference for activities of an abstract and creative nature.
9. Situations involving a preference for activities that are nonsocial in nature, and are carried on in relation to processes, machines, and techniques.
0. Situations involving a preference for activities resulting in tangible, productive satisfaction.

III. TEMPERAMENTS

Different types of occupational situations to which workers must adjust.

1. Situations involving a variety of duties often characterized by frequent change.

2. Situations involving repetitive or short–cycle operation carried out according to set procedures or sequences.

3. Situations involving doing things only under specific instruction, allowing little or no room for independent action or judgment in working out job problems.

4. Situations involving the direction, control, and planning of an entire activity or the activities of others.

5. Situations involving the necessity of dealing with people in actual job duties beyond giving and receiving instructions.

6. Situations involving working alone and apart in physical isolation from others, although the activity may be integrated with that of others.

7. Situations involving influencing people in their opinions, attitudes, or judgments about ideas or things.

8. Situations involving performing adequately under stress when confronted with the critical or unexpected or when taking risks.

9. Situations involving the evaluation (arriving at generalizations, judgments, or decisions) of information against sensory or judgmental criteria.

0. Situations involving the evaluation (arriving at generalizations, judgments, or decisions) of information against measurable or verifiable criteria.

X. Situations involving the interpretation of feelings, ideas, or facts in terms of personal viewpoint.

Y. Situations involving the precise attainment of set limits, tolerances, or standards.

IV. PHYSICAL DEMANDS

Physical demands are those physical activities required of a worker in a job.

The physical demands referred to in this volume serve as a means of expressing both the physical requirements of the job and the physical capacities (specific physical traits) a worker must have to meet the requirements. For example, "seeing" is the name of a physical demand required by many jobs (perceiving by the sense of vision), and also the name of a specific capacity possessed by many people (having the power of sight). The worker must possess physical capacities at least in an amount equal to the physical demands made by the job.

The Factors:

1. Lifting, Carrying, Pushing, and/or Pulling (Strength). These are the primary "strength" physical requirements, and generally speaking, a person who engages in one of these activities can engage in all. Specifically, each of these activities can be described as:

(1) Lifting: Raising or lowering an object from one level to another (includes upward pulling).

(2) Carrying: Transporting an object, usually holding it in the hands or arms or on the shoulder.

(3) Pushing: Exerting force upon an object so that the object moves away from the force (includes slapping, striking, kicking, and treadle actions).

(4) Pulling: Exerting force upon an object so that the object moves toward the force (includes jerking).

The five degrees of Physical Demands Factor No. 1 (Lifting, Carrying, Pushing, and/or Pulling), are as follows:

S Sedentary Work

Lifting 10 pounds maximum and occasionally lifting and/or carrying such articles as dockets, ledgers, and small tools. Although a sedentary job is defined as one which involves sitting, a certain amount of walking and standing is often necessary in carrying out job duties. Jobs are sedentary if walking and standing are required only occasionally and other sedentary criteria are met.

L Light Work

Lifting 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds. Even though the weight lifted may be only a negligible amount, a job is in this category when it requires walking or standing to a significant degree, or when it involves sitting most of the time with a degree of pushing and pulling of arm and/or leg controls.

M Medium Work

Lifting 50 pounds maximum with frequent lifting and/or carrying of objects weighing up to 25 pounds.

H Heavy Work

Lifting 100 pounds maximum with frequent lifting and/or carrying of objects weighing up to 50 pounds.

V Very Heavy Work

Lifting objects in excess of 100 pounds with frequent lifting and/or carrying of objects weighing 50 pounds or more.

2. Climbing and/or Balancing:

(1) Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles, ropes, and the like, using the feet and legs and/or hands and arms.

(2) Balancing: Maintaining body equilibrium to prevent falling when walking, standing, crouching, or running on narrow, slippery, or erratically moving surfaces; or maintaining body equilibrium when performing gymnastic feats.

3. Stooping, Kneeling, Crouching, and/or Crawling:

(1) Stooping: Bending the body downward and forward by bending the spine at the waist.

(2) Kneeling: Bending the legs at the knees to come to rest on the knee or knees.

(3) Crouching: Bending the body downward and forward by bending the legs and spine.

(4) Crawling: Moving about on the hands and knees or hands and feet.

4. Reaching, Handling, Fingering, and/or Feeling:

(1) Reaching: Extending the hands and arms in any direction.

(2) Handling: Seizing, holding, grasping, turning, or otherwise working with the hand or hands (fingering not involved).

(3) Fingering: Picking, pinching, or otherwise working with the fingers primarily (rather than with the whole hand or arm as in handling).

(4) Feeling: Perceiving such attributes of objects and materials as size, shape, temperature, or texture, by means of receptors in the skin, particularly those of the finger tips.

5. Talking and/or Hearing:

(1) Talking: Expressing or exchanging ideas by means of the spoken word.

(2) Hearing: Perceiving the nature of sounds by the ear.

6. Seeing:

Obtaining impressions through the eyes of the shape, size, distance, motion, color, or other characteristics of objects. The major visual functions are: (1) acuity, far and near, (2) depth perception, (3) field of vision, (4) accommodation, (5) color vision. The functions are defined as follows:

(1) Acuity, far—clarity of vision at 20 feet or more. Acuity, near—clarity of vision at 20 inches or less.

(2) Depth perception—three dimensional vision. The ability to judge distance and space relationships so as to see objects where and as they actually are.

(3) Field of vision—the area that can be seen up and down or to the right or left while the eyes are fixed on a given point.

(4) Accommodation—adjustment of the lens of the eye to bring an object into sharp focus. This item is especially important when doing near-point work at varying distances from the eye.

(5) Color vision—the ability to identify and distinguish colors.

V. WORKING CONDITIONS

Working conditions are the physical surroundings of a worker in a specific job.

1. Inside, Outside, or Both:

I Inside: Protection from weather conditions but not necessarily from temperature changes.

O Outside: No effective protection from weather.

B Both: Inside and outside.

A job is considered "inside" if the worker spends approximately 75 percent or more of his time inside, and "outside" if he spends approximately 75 percent or more of his time outside. A job is considered "both" if the activities occur inside or outside in approximately equal amounts.

2. Extremes of Cold Plus Temperature Changes:

(1) Extremes of Cold: Temperature sufficiently low to cause marked bodily discomfort unless the worker is provided with exceptional protection.

(2) Temperature Changes: Variations in temperature which are sufficiently marked and abrupt to cause noticeable bodily reactions.

3. Extremes of Heat Plus Temperature Changes:

(1) Extremes of Heat: Temperature sufficiently high to cause marked bodily discomfort unless the worker is provided with exceptional protection.

(2) Temperature Changes: Same as 2 (2)

4. Wet and Humid:

(1) Wet: Contact with water or other liquids.

(2) Humid: Atmospheric condition with moisture content sufficiently high to cause marked bodily discomfort.

5. Noise and Vibration:

Sufficient noise, either constant or intermittent, to cause marked distraction or possible injury to the sense of hearing and/or sufficient vibration (production of an oscillating movement or strain on the body or its extremities from repeated motion or shock) to cause bodily harm if endured day after day.

6. Hazards:

Situations in which the individual is exposed to the definite risk of bodily injury.

7. Fumes, Odors, Toxic Conditions, Dust, and Poor Ventilation:

(1) Fumes: Smoky or vaporous exhalations, usually odorous, thrown off as the result of combustion or chemical reaction.

(2) Odors: Noxious smells, either toxic or nontoxic.

(3) Toxic Conditions: Exposure to toxic dust, fumes, gases, vapors, mists, or liquids which cause general or localized disabling conditions as a result of inhalation or action on the skin.

(4) Dust: Air filled with small particles of any kind, such as textile dust, flour, wood, leather, feathers, and inorganic dust, including silica and asbestos, which make the workplace unpleasant or are the source of occupational diseases.

(5) Poor Ventilation: Insufficient movement of air causing a feeling of suffocation; or exposure to drafts.

Instructions for the Preparation of Inhouse Job Descriptions

As existing health-service jobs change and new jobs come into being, hospitals and other institutions will need to revise their job descriptions.

Many who will be involved in this activity will not be familiar with formal job-analysis technqiues. The following instructions have been prepared to provide the necessary guidelines to prepare and revise their own job descriptions.

In discussing the collection of occupational information (job analysis) and the writing of job descriptions, these instructions use the descriptive format which appears in this volume of *Job Descriptions and Organizational Analysis for Hospitals and Related Health Services, 1970 Edition*, Revised.

Job descriptions appearing in this volume are "composites," reflecting a number of job analyses made in various localities. It is not likely that any job description in this volume will coincide exactly with a job in a specific institution. In order to make the descriptions fit particular jobs, it will be necessary to change, add to, or delete from the composite description. New descriptions written for use in any specific institution can be more detailed and specific than the composites appearing in this volume.

Producing an acceptable, meaningful job description involves four major steps. These are: (1) obtaining all pertinent information about the job, (2) recording this information, (3) preparing a working job description, and (4) verifying this draft with the worker, his supervisor, or other persons familiar with the job and its relationship to the total organization. This last step is necessary to insure that the description is accurate and complete.

Each of these steps involves considerable writing—from taking notes during the job analysis interview to writing the final job description. In formal job analyses this writing is often referred to as "technical" writing. It is intended for readers with considerable expertise in the subject and justifiably contains technical terms familiar only to a selected audience.

Such technical writing has no place in a job description which is technical in only three respects: (1) job descriptions frequently mention technical processes and equipment; (2) because each description must compress much information into comparatively few words, each word must be well chosen and the format for presentation carefully followed; and (3) some of the words used, although generally part of the average vocabulary, have additional (not necessarily different) meanings arbitrarily assigned to make them universally understandable.

For example, the lifting involved in "light" work is open to reasonable differences of interpretation. What is "light" work to a 200-pound stevedore is something else to a high school girl, and still different to a middle-aged officer worker. To make this and other commonly used terms meaningful in describing jobs, arbitrary definitions have been provided to which both the writer and reader must adhere. For example, "light" work is defined as "lifting 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds" (see page 701).

With these points in mind as the following instructions are studied, preparing and revising job descriptions will be greatly simplified.

Should additional information or assistance be needed, contact the nearest State employment service office.

PURPOSE OF JOB DESCRIPTIONS

1. Recruitment and Placement—Job decriptions provide ready information about job requirements and qualities required in workers to fill specific jobs. Job descriptions serve as a guide in bringing together the right worker and the right job.

2. Employee Evaluation—Job descriptions provide personnel officers with an objective means of evaluating employee performance on the job.

3. Better Utilization of Workers—Job descriptions provide information for combining jobs or reallocating tasks for greater efficiency.

4. Labor Relations—Job descriptions provide a clear statement of duties and responsibilities. They serve as a basis of common understanding between workers and management.

WHAT IS A JOB DESCRIPTION?

1. A job description is an accurate, up-to-date record of all pertinent information about a job as performed in a given organization or department. It must be qualified as "accurate" for obvious reasons; however, many job descriptions do not reflect

a job as it is actually performed, but rather as management or the worker thinks it should be performed. It is important to realize that many employees and even supervisors tend to exaggerate the complexity of a job. Others may oversimplify a job in describing it, leaving out important steps which are obvious only to them. The job description must also be qualified as "up-to-date" to underscore the importance of keeping job descriptions current at all times. An obsolete job description is no better than one that was inaccurate to begin with.

2. Job descriptions in this volume have six main sections with various subsections:

JOB DUTIES

MACHINES, TOOLS, EQUIPMENT, AND WORK AIDS

EDUCATION, TRAINING, AND EXPERIENCE

WORKER TRAITS

JOB RELATIONSHIPS

PROFESSIONAL AFFILIATIONS

OBSERVATION INTERVIEW

The most effective job-analysis technique involves observing workers performing their jobs and interviewing workers, supervisors, and others familiar with the job. It is effective because it: (1) involves firsthand observation by the interviewer; (2) enables the interviewer to evaluate data and sift essential from nonessential facts in terms of that observation; and (3) permits the worker to communicate facts about the job.

The interviewer uses this method in one of two ways:

1. He may observe the worker on the job performing a complete work cycle before asking any questions. During the observation he takes notes and indicates those job activities which he does not fully understand. When he feels that he has as much information as can be obtained from observation, he talks with the worker, his supervisor, or both, to supplement his notes.

2. He may observe and interview the worker simultaneously. As he watches, he talks with the worker about what he is doing, asking questions about what is being done, other factors being

observed, as well as conditions under which the job is being performed. Here, too, the interviewer should take notes.

THE INTERVIEW

The purpose of the interview is to obtain all the facts necessary for the job descriptions. The method is subjective since it involves a conversation between individuals. The interviewer must be more than a recording device. The amount, validity, and usefulness of the information he receives depends on how much he contributes to the conversation and how he interprets the information received.

From the technical viewpoint, the interviewer should become familiar with the technologies and jobs he will encounter. Sources of information which may be helpful include:

(a) Library: Books, periodicals, or other literature concerning the particular occupational area to be studied.

(b) Department in which analyses are to be made: Organizational charts, flowcharts, process descriptions, and catalogs.

(c) Trade associations, professional societies, trade unions, and similar organizations: Job descriptions, technical literature, and consultations with experts.

Preparation will help gain the respect and cooperation of workers. It enables the interviewer to talk with workers in their own language and eliminates questions on elementary points.

The interviewer must also be able to cope with the interviewee as a person, establish friendly relations at short notice, extract all pertinent information, and yet be sufficiently detached to be objective. He must also try to obtain all pertinent information the first time, or the worker or his supervisor will have to be reinterviewed.

Opening the Interview

1. Be at ease and put the worker at ease. Learn his name in advance and introduce yourself. Discuss general and pleasant topics long enough to establish rapport.

2. Make the purpose of the interview clear. Tell the worker why the interview was scheduled and what is expected to be accomplished. Assure him that the analysis is not concerned with time-study or wages, if this is so.

3. Encourage the worker to talk. Be courteous and show a sincere interest in what he says.

Steering the Interview

1. Phrase questions carefully so that the worker must answer with more than "yes" or "no." Do not ask leading questions.

2. Conduct the interview in language understood by the worker. Do not exhibit impatience if the worker is nervous or ill at ease.

3. Let the worker talk. Ask one question at a time and allow him enough time to answer it.

4. Secure specific and complete information regarding (a) what the worker does, (b) what gets done, and (c) what the worker uses in performing his work, such as materials, machines, tools, equipment, work aids, or the knowledge or subject matter he is dealing with. Obtain information about the job requirements; for example, the physical demands, working conditions, and specific knowledge on which the worker's decisions are based.

5. Encourage the worker to think and talk according to the logical sequence of duties performed. If the duties are not performed in a regular order, ask him to describe the duties in a functional manner with the most important activity first, the next most important activity second, and so on. Ask the worker to describe infrequent duties that are not part of his regular activities. However, infrequently performed duties do not include such activities as taking an annual inventory in which all or most of the employees assist.

6. Avoid letting the worker stray from the subject. A good technique is to summarize the data collected up to that point.

7. Consider the relationship of the job under analysis to other jobs in the department.

Closing the Interview

1. Summarize the information obtained from the worker and indicate the major duties performed and the details concerning each of the duties.

2. Close the interview on a friendly note.

Additional Suggestions

1. Talk to the worker only with the permission of his supervisor.

2. Be polite and courteous throughout the interview.

3. Do not "talk down" to the worker.

4. Do not take issue with the worker's statements.

5. Show an impersonal attitude. Do not be critical or attempt to suggest any changes or improvements in organization or method of work.

6. Do not show any partiality to grievances or conflicts concerning employer-employee relations.

7. Do not discuss wage classification of the job.

8. Verify job data, especially technical or trade terminology, with the supervisor or department head. Verify completed analysis with the proper official.

Taking Notes

Note-taking should be kept to a minimum, and should contain only the data needed to prepare acceptable job descriptions. The note-taker must develop a certain skill in combining this activity with the conversation. He must be able to write intelligible notes during the interview.

Some people object to a record of what they say. The interviewer must decide how much the interview may be affected by this attitude and modify his practice accordingly. If notes are to be taken, do not try to conceal this fact. Taking notes can increase the worker's confidence by emphasizing the importance of the situation, if the interviewer can determine what the worker considers important and makes notes accordingly.

PREPARING THE JOB DESCRIPTION

The completed interview and note-taking form the basis for formulating a complete job description. Most personnel offices have developed forms available for such purposes as recruitment, interviewing prospective employees, employee evaluation, and describing job duties and responsibilities.

Such already available forms with space for listing duties, requirements, responsibilities, and other pertinent information about jobs may be adequate for the job at hand in a particular establishment. However, these instructions are directed at establishments without previously developed formats to use in preparing a satisfactory job description, for current, new, or changing jobs.

This section has been organized to parallel the job descriptions in this publication. A quick look at the "Nature of the Volume" on pages 1 through 10 will give clues as to "what" has been included in each of the breakdowns of the job descriptions. A study of the Department Description, Organization Chart, and Job Descriptions for the department in which the job is to be studied will also help the interviewer determine where the job belongs according to the lines of supervision, and in relation to other jobs in that department. The Job Descriptions themselves serve as examples of how to prepare each section of the description of the new or changing job.

Job Duties

The Job Duties section describes in detail what the worker does, why it is done, and the means he uses to accomplish this. This section is not intended to be a time-motion study; however, sentences should be concise and the job covered in detail—detail in this instance meaning that all the tasks should be included. Avoid lengthy, involved sentences which confuse the reader.

This section should begin with a statement that summarizes the duties of the job. When possible, present the job duties in logical sequence. Where no particular sequence exists, the narrative can be divided according to area of responsibility. For example, a physical therapist massages patients, directs therapeutic exercise, and applies hydrotherapy and electrotherapy. These major tasks—massage, therapeutic exercise, hydrotherapy and electrotherapy—may be used as headings under which the specific tasks included in each area are listed and expanded. The interviewer should study the work performed in the execution of these tasks. Under the headings, sufficient data should be listed to explain the methods and techniques involved.

Machines, Tools, Equipment, and Work Aids

These items, which the worker uses, or with which he works, are listed in this section. If any are uncommon or have an unusual application in the job, they should be described or defined.

Education, Training, and Experience

The worker interviewed during the preparation of a job description may have little knowledge of the qualification requirements of the job. The worker's supervisor or personnel officer should be consulted for this information.

1. *Education*: Nearly all jobs within a hospital require a specific amount or type of formal education. In obtaining and

recording this information, remember that educational requirements should be at a realistic level to insure adequate performance of the job being analyzed. In cases where the job involves promotional opportunity to more responsible positions, the qualifications of higher jobs can be taken into account in setting standards for the lower. However, artificially or unreasonably high educational requirements serve no purpose other than to attract overqualified applicants who soon resign for opportunities more in keeping with their capabilities. Despite the growing emphasis on advanced education, many thousands of jobs still do not require even a high school diploma for successful performance.

It is important to remember that the job is being analyzed—not the worker. Because the employee holding a particular job has a particular degree does not mean that such educational attainment is essential or even desirable in determining the qualifications needed.

For a few jobs, the educational requirements may be relatively low and can be recorded in terms of ability to speak, read, and write; performing simple arithmetic problems; or, following oral or written instructions. In some instances, particularly in jobs performed by physicians and nurses, the educational requirements are recorded as established by the accredited professional organization.

Some items to be considered regarding education are: Courses required; graduation from an accredited college; registration with a State Board; license or certificate; and range of education such as 1–2 years of high school, 2 years of college, or 1–2 years of vocational school.

2. *Training and Experience*: On-the-job training and experience qualifications usually required of an applicant are covered here. This may be a statement of training and experience the worker should have prior to hiring or it may be training given on the job. If the hospital offers formal inservice training, list applicable training courses and the amount of time required. Some hospitals follow the training and experience requirements established by accredited professional associations. In some instances, formal education may be substituted for training or experience.

Include here any licensure requirements. This means a license required by a professional organization such as those for therapists, certain technicians and many jobs in the laboratory; State or municipal licensing for nurses, and for some jobs in engineering and maintenance; and in some cases a license to drive a car or truck, if driving is a necessary part of the job.

Worker Traits

This section identifies those abilities, personal traits, and individual characteristics which the worker must possess in order to learn and perform successfully the duties of the particular job.

Worker traits consist of four components: Aptitudes, Interests, Temperaments, and Physical Demands and Working Conditions. Each of these components is made up of a number of factors. A listing and definition of each component and its factors are contained in the DEFINITION OF WORKER TRAITS to be found on pages 697 through 704 of this volume. A study of this section will signal the interviewer which factors should be considered while making the job analysis, both during the observation-interview and during the formulation of the complete job description. The interviewer has to make judgments concerning the factors to which the worker must adjust. The characteristics cited in this section should be supported by data in the Job Duties and explained in terms of what is actually required of the worker.

To assist in rating these factors as soon as they have been decided, it may be advisable to make preliminary notes of the significant factors when notes are being taken on other information about the job. The simplest and most meaningful method of presenting these factors is to describe them in narrative form.

1. *Aptitudes* are defined as specific capacities and abilities required of an individual to learn or perform adequately a task or job duty. Select those aptitudes which appear significant in the occupation and identify them in terms of specific work situations. They may be described singly or in combinations. Certain aptitudes can be identified through the physical actions which the worker performs to carry out the job tasks. Among them are: Motor Coordination, Finger Dexterity, Manual Dexterity, and Eye-Hand-Foot Coordination. Aptitudes such as Verbal, Numerical, Spatial, Form Perception, and Clerical Perception are identified by considering the decisions, visualizations, and other mental processes which the worker must undertake in order to accomplish the job. The factor of intelligence, however, need not be rated. Meaningful and descriptive statements for this factor are difficult to express in any exact terms.

2. *Interests* are defined as preferences for certain types of

work activities or experiences, with accompanying rejection of contrary types of activities or experiences. Five pairs of interest factors indicate that a preference for one factor of a pair also implies rejection of the other factor. Select and indicate those factors which the job requires and the worker must match if he is to perform satisfactorily. Insofar as interests are conducive to job success and satisfaction, it can be said that every job from the simplest dishwashing to the most complex scientific activity requires an interest pattern.

3. *Temperaments* are defined as different types of occupational situations to which the worker must adjust. Each work situation describes a type of activity that demands a different adjustment on the part of the individual worker. Select and indicate those factors which the job requires and the worker must match.

4. *Physical Demands and Working Conditions* are two separate units combined for brevity.

Physical Demands are the physical activities and sensory perceptions required of the worker in the job. In determining the physical demands of a given job, all necessary job requirements should be considered in terms of what the worker must do for satisfactory performance. If the job requires that the worker stand, sit, climb, and lift heavy objects; exercise the facilities of talking, hearing, seeing, or feeling; or engage in other similar activities, this should be stated clearly.

Other physical demands, such as the necessity of maintaining a constant work pace, or performing duties with unusual speed, may be included. On the other hand, it is not necessary to list a physical demand simply because the worker may be applying it to the work situation incidentally. For example, an administrative employee may reach or stoop occasionally during the course of the day, but it is not necessary to list this. Similarly, a worker provided with a chair may prefer to stand and may be observed doing so, but standing would not be listed as a job requirement. As in other aspects of job analysis, it is always the job that is described, not the worker.

Working Conditions are complementary to the Physical Demands unit. Describe the surroundings in which the job is performed and list any hazards inherent in the work. The information for this unit can usually be obtained from observation. At times, hazards may not be apparent. The worker or his supervisor should be questioned carefully to develop information for this section.

Job Relationships

This section shows the relationship of the job to others in the department. The information necessary for this section should be obtained from the worker's supervisor or the personnel officer. It can be broken down as follows:

Workers supervised and Supervised by—Indicate the lines of authority and the areas of responsibility for supervisory positions. Wherever possible, use the exact job titles used by the institution.

Promotion from and Promotion to—Show the job within the promotional hierarchy of the hospital organization, and indicate the promotional possibilities available to each individual. A job requiring little academic achievement or previous experience can be labeled "Entry Job." Again, wherever possible, use the exact job titles used in the hospital organization.

Professional Organizations

The interviewer can choose whether to include this section. For those jobs that require accreditation by a particular organization before hiring, it may be of value to list the name and address of that organization.

Selected Occupational and Career Information Publications

The following publications, unless otherwise indicated, may be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Remittance in the form of check or money order payable to the Superintendent of Documents must accompany all orders. Do not send postage stamps.

1. *Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Service, 1965. The dictionary provides a standard reference for job definitions and occupational classification. Volume I, *Definitions of Titles*, 809 pp., $5.00. Alphabetically lists over 35,500 different occupational titles. Defines and identifies by code number almost 22,000 separate occupations throughout the American economy. Volume II, *Occupational Classification and Industry Index*, 656 pp., $4.25. Presents the occupational classification structure used by the U.S. Training and Employment Service, consisting of two arrangements of jobs. First arrangement groups jobs in numerical order according to some combination of work field, purpose, material, product, subject matter, generic term, and/or industry. Second arrangement groups jobs according to some combination of required general educational development, specific vocational preparation, aptitudes, interests, temperaments, and physical demands. Also lists all titles by industry.

2. *Selected Characteristics of Occupations (Physical Demands, Working Conditions, Training Time), A Supplement to the Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Service, 1966, 280 pp., $2.75. Lists individual physical demands, working conditions, and training time data for all jobs defined in the dictionary. The information provides additional source material for determining job relationships in such activities as vocational counseling, personnel and manpower activities, training, rehabilitation, and placement.

3. *Selected Characteristics of Occupations by Worker Traits and Physical Strength, Supplement to the Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Serv-

ice, 1968, 156 pp., $1.25. A rearrangement of the data contained in the first supplement. The data are presented by the worker trait groups contained in volume II of the dictionary. They are then subgrouped by level of strength required. The supplement will be useful in counseling and placement activities, and particularly useful in determining utilization, transfer, and placement possibilities for handicapped and aged workers.

4. *Suffix Codes for Jobs Defined in the Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Service, 1967, 264 pp., $2.00. Provides a unique three-digit suffix code for each job title defined in the dictionary, thereby giving a numerical identification to such job titles within each six-digit dictionary code number. They are intended for statistical reporting and other activities where job titles cannot be used and identification is dependent upon numerical identification.

5. *Training Manual for the Dictionary of Occupational Titles*, Third Edition, U.S. Training and Employment Service. Part A, *Instructor's Guide*, 1965, 23 pp., $0.25. Provides a guide to instructions for initiating and conducting the self-training program covering the dictionary. Part B, *Trainee's Workbook*, 1965, 323 pp., $1.75. A self-instructional text, presented in the form of a linear program covering the contents, structure, arrangement, and use of the dictionary.

6. *Job Guide for Young Workers*, 1969–70, 200 pp., $1.50. Describes usual duties, characteristics of job, qualifications, employment prospects, advancement opportunities, and means to finding the job for 82 occupations.

7. *Handbook for Job Restructuring*, U.S. Training and Employment Service, 1970, 46 pp., $0.55. A self-contained instructional and reference document designed to provide basic techniques and procedures for restructuring jobs and job systems. The methodology contained in this handbook is derived from a special adaptation of the job analysis concepts and techniques developed by the USTES over a 35-year period. Its application can assist in many programs and activities relating to better utilization of manpower resources and development of manpower potential.

8. *Occupational Analysis of Computers in Medical Sciences*, 1969, 90 pp., $0.45. Describes 19 occupations relating to recordkeeping and statistical operations in the medical field.

9. *Training and Reference Manual for Job Analysis*, U.S. Train-

ing and Employment Service, Interim Revision, May 1965, 91 pp., $0.60. Presents the principles and practices for obtaining accurate information about jobs—the results of more than 30 years of investigation in job analysis. Concerns the uses of job analysis, job analysis methods, and the staffing schedule and job analysis planning report. Designed as an operation and reference text in any program requiring the collection and compilation of occupational information.

10. *Guide for Analyzing Jobs,* U.S. Training and Employment Service, 1963, 40 pp., $0.25. A companion, pocket-sized workbook for the *Training and Reference Manual for Job Analysis.* Contains basic principles of job analysis in outline form, with explanation of each job analysis component. Helps the analyst determine what the worker does, why he does it, how he does it, and the skills involved in doing it.

11. *Vocational Education and Occupations,* U.S. Office of Education and the U.S. Training and Employment Service, 1969, 307 pp., $2.25. A two-way conversion document that links occupations and their worker trait groups with vocational-technical education programs of State and local schools.

12. *Occupations in Electronic Computing Systems,* 1965, 72 pp., illus., $0.30. Describes 23 different occupations peculiar to electronic computing. Gives the education, training, and characteristics required of the worker by the job and lists the physical activities and environmental conditions usually encountered. Also has a glossary of technical terms, a bibliography, and a listing of organizations, colleges, and universities where additional information about electronic computing systems may be obtained.

13. *Occupations in the Field of Library Science,* 1966, 57 pp., illus., $0.30. Presents descriptive information about 22 occupations involved in library work, including education, training, experience, and the worker traits required.

14. *Occupations in the Care and Rehabilitation of the Mentally Retarded,* 1966, 76 pp., illus., $0.35. Discusses the problems peculiar to the care and rehabilitation of those afflicted with mental retardation and describes 27 occupations involved in such care and rehabilitation.

15. *Selected Occupations Concerned With Atomic Energy,* 1961, 57 pp., illus., $0.25. Presents information on 14 jobs in the peaceful applications of atomic energy; includes the worker trait requirements of these jobs.

16. *Technical Report on Occupations in Numerically Controlled Metal-Cutting Machining,* 1968, 91 pp., illus., $0.45. Discusses the changes in these machining occupations due to the introduction and use of numerically controlled machine tools and some of the implications for the future; presents descriptions of 14 new and changed jobs and their changing requirements imposed by this new technology.

17. *Health Careers Guidebook,* 1965, 251 pp., illus. Written and designed to appeal to young people who are interested in planning a career in the health field. Describes more than 200 jobs in this field and contains information about education, training, and licensing requirements; job prospects; salaries and working conditions; personal qualifications required; and sources of additional information.**

18. *Guide to Local Occupational Information,* 1969, 144 pp. Lists occupational guides issued by States; occupational guidance publications covering selected industries, fields, or special worker groups by State; and area occupational projection surveys of States.**

19. *Technological Changes in Composing Room and Bindery Processes in the Printing and Publishing Industry,* 1964, 50 pp. Presents a preliminary picture of occupational and staffing changes brought about in composing room and bindery processes as a result of the introduction of automated equipment or technological innovations. A limited study, covering eight plants in a single geographical area, and therefore not necessarily representative of the industry as a whole.**

20. *Developing Your Manpower,* 1969, 53 pp., $0.60. A broad approach to good personnel practices. It suggests ideas on personnel planning, utilization, and stabilization procedures. Valuable for training and reference purposes in basic personnel management, motivation to consider manpower needs, goals, and situations, and for taking action toward resolving manpower problems.

21. *Suggestions for Control of Turnover and Absenteeism,* Revised 1971, —pp., $0.00. Contains information concerning the ever-present problem of turnover and absenteeism. Analyzes costs, defines terms, and presents causes of and suggestions for control. Includes checklists and sample report forms.

**A single copy, from a limited supply, is available upon request from the Manpower Administration, U.S. Department of Labor, Washington, D.C. 20210.

Index of Job Descriptions

Main titles, which serve to identify the various job descriptions, are listed in boldface type, in all capital letters. Alternate titles, which are synonyms for main titles, appear in lowercase letters and lightface type. The department where the job is found follows in parentheses.

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